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P.O. Box 9171
492 Old Connecticut Path
Framingham, MA 01701
(508) 879-0700
Computerworld.com

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THIS ISSUE | 02.21.2011 [VOL. 45, NO. 4 $5/COPY]

Southwest Airlines CIO Jan Marshall helps IT staffers understand how their work fits into the broader business vision. Page 16

12th ANNUAL AWARDS

Seamless Leadership

Our annual Premier 100 IT Leaders awards program honors the A-listers of IT. Even through economic turmoil that for many meant budget cuts and staff downsizing, these men and women continued to innovate and deliver measurable business value. **Coverage begins on page 15.**

PREMIER 100 IT LEADERS 2011

PREMIER 100 BELLWETHERS | 18 **Facts and figures** about the honorees' 2011 budgeting, purchasing and project plans.

THE HONOREES | 24 **Profiles** of each of this year's Premier 100 IT Leaders.

OPINION | 60 The motto of *Computerworld*'s latest class of Premier 100 IT Leaders might be "Full speed ahead!" says Editor in Chief **Scot Finnie**.

ONLINE: Find out more about the program at **www.computerworld.com/11/p100.** | **Class of 2011 Yearbook:** A photo gallery of the honorees. | **Honor Roll:** Alumni from 2000 to 2011. | **Learn from the Best:** Attend the Premier 100 IT Leaders Conference, March 6-8.

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NEWS ANALYSIS | 6 Chevron and TD Bank **turn to tablets** to improve decision-making. | **10** Microsoft pays Nokia billions to push its **Windows Phone 7 operating system.**

OPINION | 12 Don't be passive about taking on delegated tasks, says **Paul Glen.**

REID HORN

Fresh Insights
New Trends
Great Ideas

HeadsUp

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WIRELESS TECHNOLOGY

Footwear, Fashion Driving RFID Growth

RETAILERS ARE rapidly deploying systems that support item-level RFID tagging of apparel and footwear, according to an ABI Research report released earlier this month.

The radio frequency identification systems "allow apparel retailers to get a better handle on inventory, [thereby] reducing costs and preventing out-of-stock situations that result in loss of sales," said ABI analyst Bill Arnold in a statement.

"The growth in retail item-level tagging is huge, both in shipments and in total spending. The average growth rate is close to 60% for the next three years," he said.

Major retailers such as Macy's, J.C. Penney and Wal-Mart are leading the way in item-level RFID, which can produce a return on investment in three to six months, ABI's market research report said.

The remaining challenge is getting executive approval to invest in the technology. "The state of the global economy is still creating serious delays in getting money allocated to retail RFID," Arnold said. "Executives are still very uneasy about business conditions and availability of credit, and while item-level tagging systems are technically scalable right down to small businesses, credit will be the big limiting factor for smaller independent stores."

Michael Liard, ABI's research director, said that adoption of RFID at the item level "parallels the course bar codes took about 30 years ago. The main difference this time is that department stores, not grocers, are leading the charge."

– Mitch Betts

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INNOVATION

Banks Can Reap Big Profits From Mobile Services

Leading-edge banks are earning additional revenue by enabling customers to use mobile devices to transfer money, pay utility bills, apply for credit or trade stocks, according to a TowerGroup study commissioned by Accenture PLC that was released this month.

In fact, banks that invest in sophisticated mobile services can see a return on investment as high as 300%, the study found.

But achieving that level of success requires more than just communicating with customers via text messages. The study of 10 innovative banks around the world had these recommendations for banks planning to offer advanced mobile services:

- Provide a rich, interactive suite of tools that are convenient and relevant to customers.
- Offer customers the same experience on their smartphones that they have on their laptops.
- Educate customers on how to use mobile services.
- Keep fees as low as possible.
- Measure customers' usage patterns and satisfaction rates on a regular basis.
- Ensure that employees are passionate about serving mobile customers.

Mobile banking ventures provide lucrative opportunities for cross-selling and reaching the next generation of customers, the study said.

– MITCH BETTS

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BETWEEN THE LINES
By John Klossner

ENTERPRISE SOFTWARE

SaaS Won't Succeed in Some Markets

GIVEN ALL THE HYPE about the software-as-a-service model, you'd think that it could be applied to every category of software. Not so, says a new report from Forrester Research Inc.

In fact, SaaS will be "a disruptive force" in software categories that account for about a quarter of global software spending but will have "little or no effect" on many of 123 market segments studied, Forrester analysts Liz Herbert and Andrew Bartels wrote.

Forrester said that SaaS faces major obstacles in four broad software sectors:

- Lower-level elements of the stack, such as operating systems and databases.
- Software for internal IT management and data management.
- Entrenched process applications.
- Vertical applications, such as securities transaction processing systems.

Such systems account for 40% of all software spending, and Forrester's report said they are likely to stay mostly in-house for "pretty obvious" reasons: security concerns, existing infrastructure investments, and the need to tightly integrate with other applications.

But SaaS is making inroads in mature application areas such as supply chain management, particularly among users who haven't already purchased the same functionality in an on-premises product, according to the report.

Meanwhile, SaaS is starting to shake things up in areas like customer relationship management and human resources, where hosted offerings are replacing on-premises systems. SaaS is also moving into application development and the niche of governance, risk and compliance software, the analysts said.

The Forrester report said that SaaS is now the dominant model for software sales and delivery in areas such as e-purchasing, expense reporting tools, blogging and wikis.

Still, categories where SaaS has taken hold of at least 50% of revenue amount to only 3% of the total software market, Forrester said.

– Chris Kanaracus, IDG News Service

Micro Burst

Pizza Hut monitored over

14,000

pizza-related conversations on Twitter during the Super Bowl and assisted more than 400 customers.

THINK TANK

Cultural Barriers Stymie IT-Led Innovation

A hot topic among CIOs and management consultants is the notion that IT departments should play a major role in developing new products, entering new markets or improving customer service.

Consultants call this "IT-driven business innovation." Some companies, such as Harrah's Entertainment and Southwest Airlines, are already doing it (see story, page 16). But at many other companies, the culture isn't ready for IT-led innovation.

Steve Romero, who holds the title "IT governance evangelist" at CA Technologies, compiled the following list of obstacles to IT-driven business innovation in a recent blog post:

- The business doesn't view IT as a source of business innovation.
- A history of technology failures erodes business confidence in the IT department.
- IT doesn't have a reputation of optimal delivery of "bread-and-butter" technology services.
- The organization generally has an aversion to failure (and its response is punitive rather than seeing it as a learning opportunity).
- The business and IT don't merge into a single innovation machine.
- There's a lack of IT-business alignment that could overcome the previously mentioned obstacles.

– MITCH BETTS

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Chevron, TD Bank Hope To Tap Tablets' Potential

The companies are testing devices like the iPad and BlackBerry PlayBook to see if they can enhance decision-making. By Matt Hamblen

INFORMATION TECHNOLOGY executives at Chevron Corp. and TD Bank NA are hoping that tablets like Apple Inc.'s iPad and the upcoming BlackBerry PlayBook from Research In Motion Ltd. can significantly improve their companies' work and decision-making processes.

Both companies are evaluating and running internal trials of such devices.

"New mobility strategies are going to change the average workflow in companies," said Peter Breunig, general manager of technology management and architecture at Chevron, prior to speaking at the Innovation Value Institute's Winter Summit earlier this month in Toronto.

Breunig said that Chevron has started pilot programs using multiple mobile devices and will soon try out the BlackBerry PlayBook 7-in. tablet that RIM expects to ship this quarter.

Connecting corporate executives with business intelligence data while they are away from their desktop computers could have a profound effect on the speed of decision-making, Breunig predicted.

"In 1990, it was the PC desktop with Excel. Now you can give them mobile platforms that are more powerful and more compact," he said. "That's like having calculators on steroids, with tie-ins back to corporate data stores. That's an opportunity, in my mind."

Meanwhile, TD Bank is running trials with the iPad and soon plans to evaluate how PlayBooks and other devices can run customer-facing applications used by mortgage specialists and investment advisers, said Dave Codack, vice president of employee technology and network services.

He said TD Bank is testing nine different patterns of work with 250 employees in separate trials that will finish in 2012. In one test, mortgage specialists will use tablets to process orders while visiting customers in their homes.

"We absolutely see the benefit [of tablets]," Codack said.

Breunig said he hopes the PlayBook will help ease IT's long-held fears about tablet security. The device can be tethered to BlackBerry smartphones and therefore will be able to use the management tools in BlackBerry Enterprise Server.

Breunig also noted that the BlackBerry Bridge software that will run on the new PlayBook tablet addresses CIOs' concerns about protecting corporate information that workers store on devices that they own.

"You worry about security, and you worry about policy changes over who owns the devices. Who owns a device and the data is an issue we have to work on," Breunig said. "It's not as simple as it sounds."

Tablets and other mobile devices can serve as a means of pushing out critical information and be used "to receive and capture information in ways that managers couldn't before," said Ralf Dreischmeier, a senior partner at Boston Consulting Group Inc.

"There's a further level of richness [with mobile devices] that companies never had before," he added. "You can be a much more efficient player." ◆

> In 1990, it was the PC desktop with Excel. Now you can give [execs] **mobile platforms** that are more powerful and more compact.
>
> GENERAL MANAGER OF TECHNOLOGY MANAGEMENT AND ARCHITECTURE, CHEVRON

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The new math of consolidation.

Two virtualized IBM Power® 730 Express systems can easily handle the workload of 36 existing scale-out HP ProLiant DL360 G5 servers. Yet many organizations might not consider an 18:1 consolidation job because of the typical up-front cost associated with higher-end systems like Power. The math underlying that assumption has changed. Today, two Power Express systems can cost less than the annual software subscription and support on 36 HP ProLiant servers, while consuming up to 92% less energy and using up to 89% less rack space.[1] In addition, the two Power systems may cost up to 26% less than migrating to the latest HP x86-based servers.[2] Can systems be built to do more for less? On a smarter planet they can. ibm.com/power7

Smarter systems for a Smarter Planet.

1 Annual software maintenance costs on the 36 existing scale-out HP ProLiant DL360 G5 servers include Linux server support and WebSphere subscription and support. IBM Power systems include the cost of the systems, operating system, virtualization and middleware subscription and support for 3 years. 2. Comparison based on consolidating 36 unvirtualized HP ProLiant DL360 G5 servers to two virtualized HP ProLiant DL380 G7 systems and assumes the WebSphere licenses transfer to the HP ProLiant DL380 G7 systems. Actual performance, cost savings and energy usage referenced in this ad will vary depending on client actual implementation. Contact IBM to see what we can do for you. See www.ibm.com/power7/claims. IBM, the IBM logo, ibm.com, Power, Smarter Planet and the planet icon are trademarks of IBM Corp. registered in many jurisdictions worldwide. Other product and service names might be trademarks of IBM or other companies. A current list of IBM trademarks is available on the Web at www.ibm.com/legal/copytrade.shtml. © International Business Machines Corporation.

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Nokia CEO Stephen Elop and Microsoft CEO Steve Ballmer announced the companies' deal in London on Feb. 11.

Microsoft Pays Billions To Push Its Mobile OS

It aims to grow WP7's market share through a deal with top phone vendor Nokia. By Matt Hamblen and Nancy Gohring

> "The **value transferred to Nokia** is measured in B's, not M's."
>
> CEO, NOKIA CORP.

MICROSOFT CORP.'S flagging Windows Phone 7 software got a boost this month when Nokia Corp. agreed — in return for billions of dollars — to run the operating system on its next generation of mobile phones.

Nokia CEO Stephen Elop said the phone maker selected WP7 over Google Inc.'s popular Android open-source software to ensure "a three-horse race" between Windows Phone, Android and Apple Inc.'s iOS in the mobile operating system market.

Observers had speculated that the deal would cost Microsoft millions or tens of millions of dollars. But the figure may be 10 times higher: Elop said at the Mobile World Congress (MWC) in Barcelona last week that "the value transferred to Nokia is measured in B's, not M's."

Elop said Nokia plans to continue to support the large base of developers who build apps for its Symbian operating system, but he added that it will eventually phase out Symbian and create a smooth path to Windows Phone.

The first Windows Phone device from Nokia is expected to ship later this year, when a new version of Microsoft's operating system is due. Microsoft CEO Steve Ballmer said at MWC that the WP7 update will include Internet Explorer 9 and will support Twitter, multitasking with additional third-party apps and SkyDrive cloud computing functions.

Elop also told reporters at MWC that, contrary to widespread rumors, "there was no discussion" of Microsoft acquiring Nokia during the negotiations between the two companies.

Analysts have noted that if Microsoft acquired Nokia, it would gain access to the Espoo, Finland, company's worldwide distribution and manufacturing capabilities. That would give a huge boost to the software maker's efforts to increase its tiny share of the smartphone market, which Gartner Inc. put at 3.4% in the fourth quarter of 2010. A merger might also benefit Nokia, which has struggled in North America and has seen its share of the worldwide phone market decline steadily in recent years — though it maintained its No. 1 ranking in 2010.

Elop didn't rule out the possibility that Microsoft might buy Nokia in the future.

Meanwhile, the Nokia-Microsoft deal will likely hurt Intel Corp.'s efforts to become a smartphone player.

Early last year, Intel and Nokia had announced that they were jointly developing a Linux-based smartphone operating system called MeeGo, but that initiative now appears doomed. Nokia said it plans to phase out work on the software after it releases one MeeGo-based phone later this year.

"Intel is disappointed with Nokia, but life goes on," said Renee James, senior vice president and general manager of Intel's software and services group. "Our resolve on MeeGo is only stronger."

She named several companies, including AMD, Texas Instruments and Sprint Nextel, that are still working on MeeGo.

Nokia's decision may help spread Windows Phone to other manufacturers — but not to Motorola Inc., at least in the near term. "I don't envision us using Microsoft," said Christy Wyatt, corporate vice president of software and services product management at Motorola. "I would never say never, but it's not something we're entertaining now." ◆

Agam Shah *and* **Mikael Ricknäs** *of he IDG News Service contributed to this story.*

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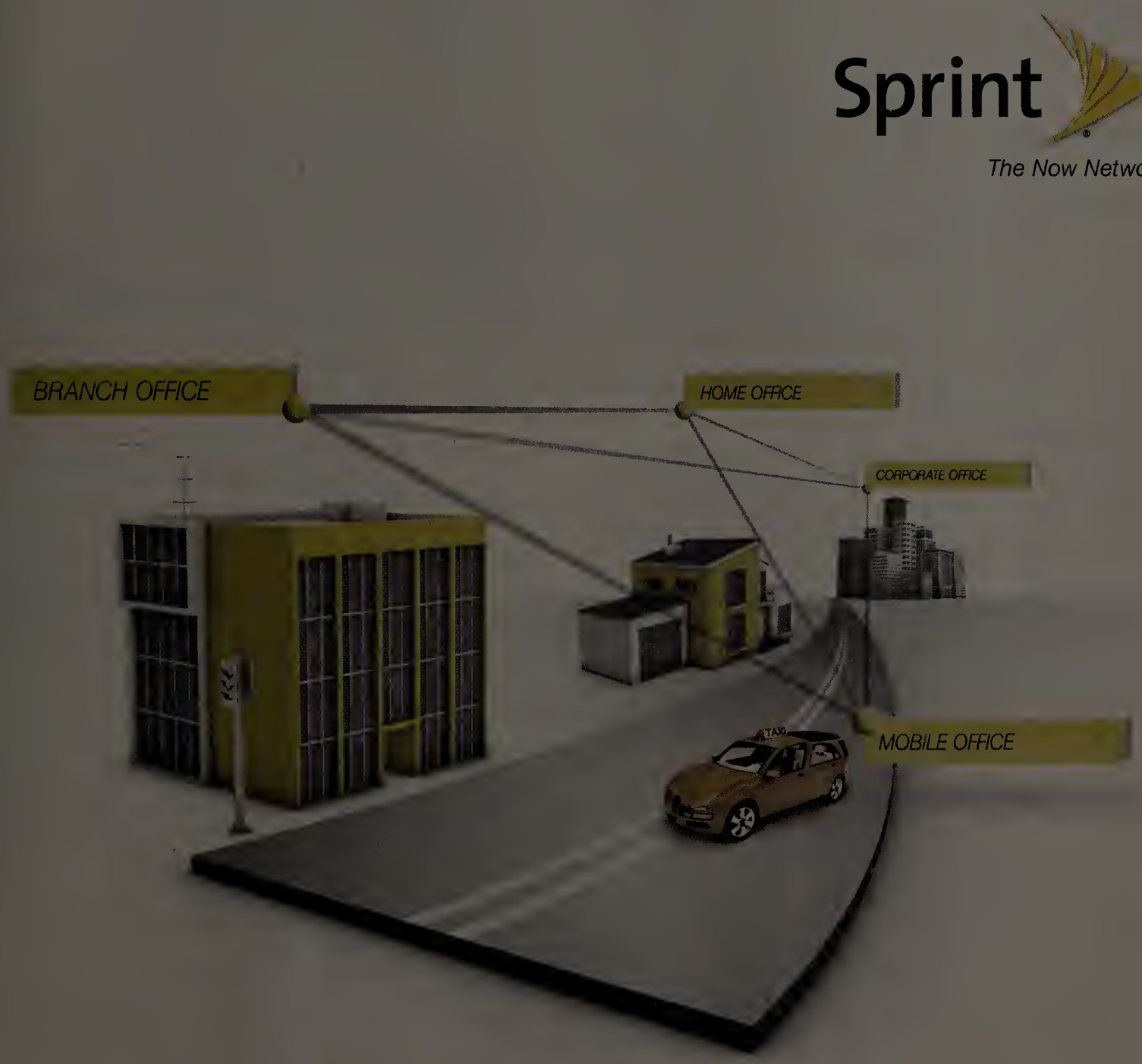

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PAUL GLEN

How to Be a Proactive Task Handler

> Taking on delegated tasks should not be a passive activity, with the subordinate nodding, bowing and scurrying off.

Paul Glen is a consultant who helps technical organizations improve productivity through leadership, and the author of the award-winning book *Leading Geeks* (Jossey-Bass, 2003). You can contact him at info@paulglen.com.

EARLY IN MY CAREER, I prided myself on my ability to follow orders well. But eventually, I realized that truly serving my boss required more than just doing as I was told — or as I *thought* I'd been told.

This notion hit home many bosses ago when my boss asked me to create a project initiation process. I was very careful to build just that, or at least what I thought had been requested. But it turned out that her idea of what she had asked for was quite different. She imagined a 100-page manual outlining every possible project type. I imagined a checklist to ensure that nothing important was missed.

Taking on delegated tasks shouldn't be a passive activity, with the subordinate silently nodding, bowing deeply and scurrying off to fulfill the wishes of the master. To effectively complete tasks you have been delegated, you need to consider four issues.

The deliverable. What specifically are you expected to produce? What form is it expected to take? Whether you are writing a report, developing a piece of code, holding a meeting or providing verbal feedback, you need to know exactly what you are expected to deliver if you are going to do it well.

If you don't know, ask clarifying questions. It may be that your boss is not being articulate about what he wants. Sometimes he may not be certain himself, and it's part of your job to help him figure it out.

The goals. Why you are being asked to do this? What are the business or technical goals that the deliverable is meant to fulfill? How does it relate to other work being done by you or others?

You need to understand the goals that lie behind the request so that you can shape the deliverable to meet them. Without this information, you could give your boss exactly what he asked for only to be told, "That's not what I wanted. I should have asked for something else." Part of your responsibility as a subordinate is not to accept delegation blindly, but to help shape your work to maximize its value.

The delegation relationship. How should you work with your boss while fulfilling the assignment? How often should you give him updates, and in what form? What are the limits of your decision-making rights? On which issues should you make decisions on your own, and on which should you ask for advice and/or permission?

You need to understand more than just what the boss wants, but also what experience he expects to have working with you. Delegation isn't just about the result, but also the experience of getting that result. You can provide a perfect deliverable, but if the boss didn't like the process of getting it, he'll still feel dissatisfied.

The constraints. When should you complete this task? What resources — people, money, equipment, etc. — will you have access to? What are the quality expectations? Are there any political constraints? Who should know what about your work? Are you likely to run into opposition?

Solving any problem requires careful consideration of the constraints under which you're operating.

In that project I undertook many bosses ago, I missed not only the opportunity to calibrate at the outset, but also the chance to recalibrate midproject. My boss was not only upset about the disconnect on the deliverable, but also about how often I had checked in with her.

Passively accepting delegation does not lead to better outcomes. Don't be afraid to push back and ask questions. If you really want to serve your boss well and advance your career, be active in receiving your assignments. You'll probably find that you enjoy them more, too. ◆

TOUGH QUESTION #14

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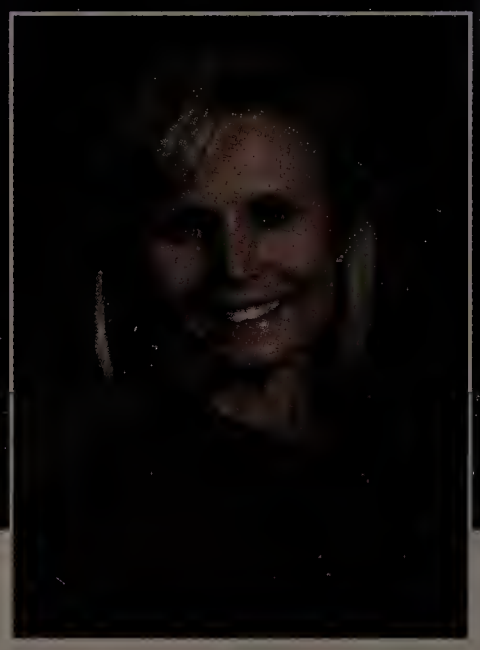

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PREMIER 100 IT LEADERS 2011

SEAMLESS LEADERSHIP

DESPITE A FEW YEARS OF *economic upheaval*, THESE 100 MEN AND WOMEN *never stopped innovating.*

BY JULIA KING

LAST YEAR, CIO Steve Phillips and his team turned an 8% uptick in the IT budget into a 75% increase in Avnet Inc.'s e-commerce revenue with a new Web site aimed at a brand-new market segment and unique customer niche for the $19 billion, Phoenix-based electronics distributor.

In a year that the national monthly unemployment rate hovered just under 10%, CIO Paul Cottey grew the IT staff at Accretive Health Inc. by almost 20%, and he set up an agile development process, enabling the delivery of new or enhanced business functionality to healthcare providers every 30 days.

And while most other companies were spending only about one-third of their IT budgets on new projects, Southwest Airlines Co. CIO Jan Marshall was investing a full 50% in new revenue-boosting

REID HORN

Southwest Airlines CIO Jan Marshall helps IT staffers understand how their work fits into the broader business vision.

services, including a new ticketing system, a new customer loyalty program and an entirely new Web site, which is the heart and soul of the airline's distribution channel.

"Whether it's a great or a terrible economic time, we take the same approach. We always focus on opportunities to grow our airline," says Marshall.

This kind of clear, unwavering business vision, bolstered by seamless leadership and integrated technology planning, is what best characterizes the success strategies of *Computerworld*'s 2011 Premier 100 IT Leaders. Rather than pulling the plug on new or ongoing projects during tough times, these leaders instead continually readjust and recalibrate, seeking out new, imaginative and/or lower-cost ways to realize an abiding business vision. They cut costs not so much by narrowing or shifting their business focus or withdrawing investment dollars, but by coming up with creative systems and processes for enhancing services while streamlining operations.

Many of the honorees are heading into 2011 with more cash than they had last year. In fact, 51% of them said their IT budgets had increased in the past 12 months; in comparison, just 36% of the 2010 honorees reported a budget increase in a survey last year. And honorees' IT staffs are bulking up, too: 40% reported adding employees in the past 12 months; in our survey of last year's honorees, just 28% said they had expanded their IT departments (see charts, page 20).

Marshall says Southwest's IT operations may grow because the airline is expanding into new markets or because it's offering new products or services — or for all those reasons simultaneously. "Instead of 100 parallel [IT] projects going on, we have some big projects that all relate to the 100 requests we have," she explains.

"We've learned how to synchronize our deliveries," she says of the airline's 1,200-person IT organization. "We've gone to a release-based strategy across our entire portfolio that's helping us manage multiple initiatives and delivery of those initiatives in a predictable way."

For example, in addition to highly visible, big-bang projects like the new Web site, "we also have an underlying thread of work that is aimed at foundation components," Marshall says. This includes things like upgrading the database environment or enhancing the ticketing system, which gives the airline continued flexibility. "We build a plan once a year and then adjust it monthly through a series of executive steering group meetings, to make sure we're prioritizing the right things," Marshall says.

She says the leadership skill she relies on most is the ability to help IT staffers understand how their work fits into the broader business vision. "Seamless leadership comes at all levels," she notes. "This recognition is for the great work the IT organization is doing and the leadership they're taking at every level."

Fast and Focused

For Avnet, growth was the primary business imperative in 2010, and it remains so today, as the Fortune 500 company continues to expand by acquisition. Since 2009, Avnet has purchased six companies, and it is in the process of finalizing three more acquisitions, including the largest such deal in its history. Phillips himself came from a company that Avnet acquired five years ago.

"These acquisitions are strategically important in terms of our long-term ability to be the leading value distributor," he notes. The faster Avnet can close an acquisition, the faster it can accrue the benefits of its larger scale and minimize disruptions to customers and employees. To streamline the integration process, Phillips and his team developed a step-by-step playbook of best practices for completing all technology integrations within 90 days of an acquisition. "We now have a set of repeatable tasks and responsibilities, and that allows us to move fast with a fair degree of competence," he says.

Another key strategic project for Phillips in 2010 was the design and creation of a consumer-like e-commerce site to expand Avnet's base of smaller-volume and specialty customers such as engineers and prototyping firms — a key but previously untapped market for the distributor of electronic components and computer products. As the economic news worsened throughout the year, Phillips says, executives looked at expenses and considered where to continue investing and where to cut.

Ultimately, Avnet decided to preserve the e-commerce project. "We could see the need was still there, and it was an investment that would pay out beyond the economic cycle," Phillips says.

It was the right decision. "So far, we've seen a 75% annual increase in e-commerce revenue and a 50% annual increase in site visitors," says Phillips.

Continued on page 20

The Premier 100 Bellwethers

SOURCE: INFORMATION IN THIS PACKAGE REFLECTS QUESTIONNAIRE DATA COLLECTED IN JULY AND AUGUST 2010

PEOPLE

Average size of IT staff:	1,022
Median number of IT employees for which each honoree is responsible:	184
Average number of contract IT workers used to supplement the IT staff:	324

PARTNERS

The 2011 honorees' top five vendor partners or suppliers:

1	Microsoft Corp.
2	Oracle Corp.
3	Cisco Systems Inc.
4	IBM
5	Hewlett-Packard Co.

PROJECTS

The Premier 100 IT Leaders are making these projects their top priorities in 2011:

1	Application development, including ERP and CRM projects
2	Data management, business analytics
3	Virtualization (desktop and server)
4	Security, including virus protection, identity management, single sign-on, firewalls and VPN
5	Cloud computing, including public, private and hybrid cloud development

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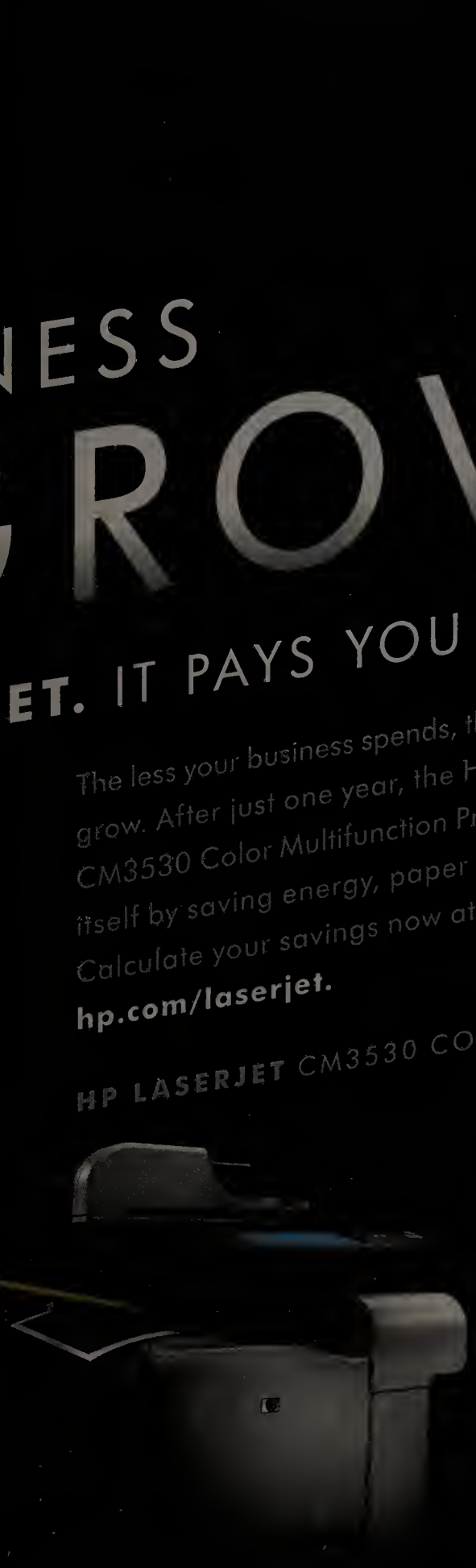


HIT **PRINT**

Continued from page 18

Delivering Return on Risk

Regardless of the economic climate, a key component of every IT leader's job is keeping the rest of the executive team apprised of the range of alternatives — and their associated risks — for meeting strategic business goals, according to Bruce Jones, head of global IT security and risk at Eastman Kodak Co. in Rochester, N.Y.

"At the end of the day, business managers are in charge of bringing in profits, so they're going to take risks," Jones says matter-of-factly. "Whether they are technology, security or business risks, there's a need to understand and manage [them]." As IT leaders, he says, "we have to be the educators, helping them to understand the risks and giving them alternatives that can reduce the risk but not cost more."

In 2010, Jones saw a reduction in both his budget and staff, yet "we still haven't found that it's been disabling," he says. "We've held true to our values and our process to work with the business" while keeping costs down.

This is largely the result of following a robust risk management program that Jones and his team developed as a way to map all security and compliance goals to specific business goals. As an added bonus, the program, which capitalizes on lean principles, has shaved costs by $500,000 a year. All risks are documented in terms of impact to the business, giving IT a way to demonstrate potential consequences, costs, effect on brand, legal and regulatory ramifications, downtime and liability.

Before the risk management program was established, "security was seen in terms of black vs. white and them vs. us and was not aligned with the business well," says Jones. "This risk management program is highly focused on actions that map back to specific business goals, objectives and potential impact to the business — financially, legally and operationally. This has helped to consistently drive the right decisions as well as sales and revenues, brand value, customer and brand loyalty, and other business posture measures."

All security projects undertaken at Kodak in the past two years have supported very specific business needs. For example, when the business needed a streamlined process for provisioning third-party contractors, Jones' team implemented a server log monitoring application for that purpose.

"I view this relationship with the business as the most important part of the job," Jones says. "In the past, IT security was one of those organizations that sat in the corner and said no. I've challenged my organization to never go in and tell a business manager no, but help them by going in and figuring out a good solution."

Indeed, taking a proactive stance and heading the innovation efforts to achieve an overarching business vision is another defining characteristic of the 2011 class of Premier 100 IT Leaders.

At St. Louis-based bioMérieux Inc., for example, Global Senior Director of R&D Information Systems Haroon Taqi and his team were out in front in analyzing how the maker of diagnosis systems could improve its diagnostic software and its competitive positioning with customers.

"In the past, the norm was for marketing to come to us and tell us what they need. But instead, we [in IT] decided to work with marketing and our customers to determine the biggest hurdles to expanding our product and our market share," Taqi says.

"We drove the change we wanted to create," he notes. "IT did the competitive analysis, and I did some of the analysis myself."

Ultimately, the IT group conceived and developed a new software architecture and system that enables bioMérieux to automatically deliver software updates to customers without having to dispatch IT personnel to do so. BioMérieux's software is embedded in instruments used to identify new and evolving types of bacterial infections.

"What we've done is make it easy for customers to do updates themselves, much like installing patches," Taqi says. "Before, it could take as much as a year for us to have all of the delivery mechanisms in place to do installations for customers."

Quick Turnaround

Accretive Health, a provider of financial management services to the healthcare industry, also has a business goal of speeding its software products, services and updates to market. Cottey's challenge as CIO is to continually work with business managers to decide which updates and services are most critical. Last year, he and his IT team designed and implemented an agile development methodology to deliver new software capabilities that match and/or stay

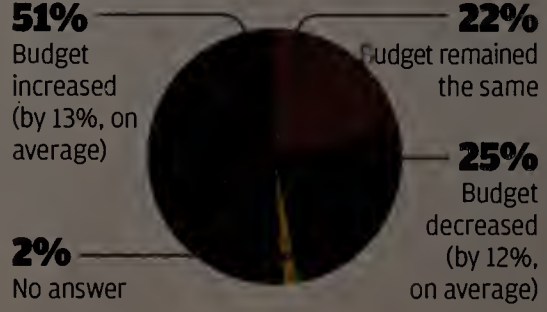
Continued on page 22

{ *The Premier 100 Bellwethers, continued from page 18* }

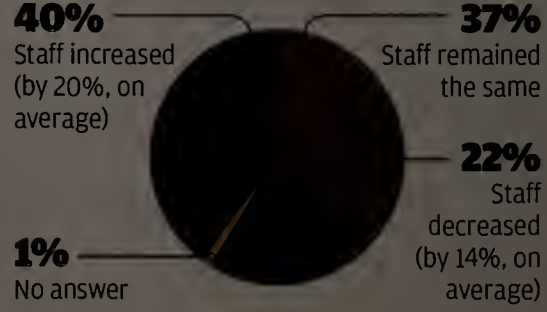
TOTAL IT BUDGETS FOR 2011

POSITIVE DIRECTION

The percentage of 2011 honorees who said their IT budgets had increased in the previous 12 months (51%) was substantially higher than the percentage of 2010 honorees who reported an increase (36%).



The percentage of honorees who said their staffs had expanded in the previous 12 months was also higher in this year's class than it was in last year's: 40% of the 2011 honorees, compared to 28% of the 2010 honorees.



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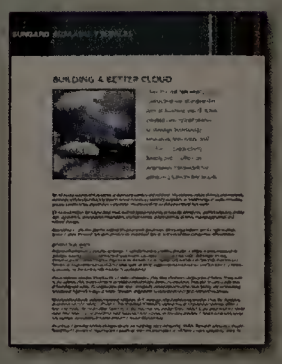

Download the white paper "Building a Better Cloud" at: sungardas.com/cloud11

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SUNGARD AVAILABILITY SERVICES

Continued from page 20

ahead of the flood of new and changing healthcare regulations that Accretive's clients must track.

"One of the ways we get things out quickly is we *plan* to get things out quickly," Cottey says, adding that all work IT undertakes is rated on a scale designed to measure its business impact.

"We're in constant touch with business owners to measure what impact a certain change might yield on our efficiency," he says. "It's not the time to invest in eye candy or gee-whiz things without a good bottom-line value. We focus on that 10% to 20% of capability that is worth delivering right now."

The Seeds of Future Growth

Many of the IT projects that delivered business value in 2010 will continue to yield big dividends going forward, especially at companies like JetBlue Inc. and Scottrade Inc., where IT leaders deployed new, foundational systems that transformed the business.

JetBlue CIO Joseph Eng says a new customer service system that his team rolled out last year enables the airline to quickly establish new partnerships with other airlines, and thereby helps it expand its global network.

"We're able to grow the number of destinations, routes, places and people who travel via JetBlue through these partnerships," Eng explains. "It's all very technologically based because you have to connect the two airlines' systems, sharing route, inventory and network information so you can also share itineraries."

Soon after the system went live in January 2010, JetBlue announced several new partnerships, giving travelers the ability to use a single system to make plans to fly from Tel Aviv through JFK Airport in New York and on to any of JetBlue's domestic locations. Eng says the airline will announce additional partnerships this year, extending its international network to London and Johannesburg, South Africa.

"We went to work on the customer service system with the knowledge that we wanted to enable these kinds of partnerships much more quickly," Eng says.

"Our leadership team has a fundamental belief that this is actually an opportune time, which is why we continue to invest in the business from a products, services and operations perspective. The idea is, let's drive through some of these tough times but also prepare ourselves so that when we do have an uptick, we can do even more to stimulate growth," he says.

At St. Louis-based Scottrade, IT completed building a brand-new secondary data center. The financial services company is initially using the facility as a fail-over data center, but it eventually plans to use it to geographically split up the systems that serve the independent investors who make up its customer base. The goal is to offer faster response times and better service by handling customers' needs in the data center located closest to them.

Also in the works is the launch of a new division of Scottrade Bank that will enable customers to move seamlessly between trading and banking transactions — a setup that will give Scottrade an entirely new revenue stream.

"In the year ahead, we'll be focused on positioning ourselves for continued growth so that when the recession turns around and the economy begins to grow, we'll have the right applications in place," says Anne Coleman, director of trading application development.

The bottom line: Expect seamless leadership from these IT executives in 2011 and beyond, regardless of what happens with the economy, the unemployment rate or their corporate IT budgets. As long as the business vision is clear, *Computerworld*'s Premier 100 IT Leaders will continue to deliver innovation and value. ◆

Shopping Made Easy

WHETHER THEY'RE RUSHING IN to buy the long-awaited Verizon iPhone or just stopping by to check out new accessories for their old phones, shoppers at Verizon Wireless stores can expect fast and relatively straightforward transactions, thanks largely to Craig Young and team, who spent most of 2010 working on projects designed to simplify and improve the shopping experience.

"As a company, we are focused on three key IT imperatives: simplifying the customer experience, promoting self-service and reducing costs," says Young, the carrier's CIO for the Northeast area. To meet that goal, Young and his team designed and implemented a new Internet shopping portal and a new self-service feature for retail stores that has the same look as the online shopping portal. These tools help drive shoppers in busy Verizon Wireless retail stores toward the self service-option, he says.

"Three to five years ago, it was a lot like it was at an airline terminal when you were trying to buy a ticket and there was a lot of typing going on and you had no idea what the clerk was doing," he says. "Today, we're very focused on shortening the input cycle, which also makes for a better customer experience."

Craig Young

Each of the store's digital touch points are interconnected, allowing clerks to view customers' shopping behaviors so they can customize product offerings, Young explains.

"For the customer, we are focused on making sure we put the right offer in front of them, calling out targeted actions every time they check in at one of our retail greeter stations," he says. "We have a powerful data warehouse and are constantly doing a lot of modeling" of customers' behaviors and preferences both in stores and online.

To cut costs, Young's team continually looks for ways to simplify sales processes. For example, redesigning the refund/returns process shortened the length of those transactions by nearly three minutes. "I'm very focused from the retail perspective on productivity. So we have the same size retail workforce [as in 2009], but it is 40% more productive," Young says.

"Craig has shown tremendous leadership with his focus on using IT to deliver a great experience for our customers," says Verizon Wireless CIO Ajay Waghray. "He has led his team to find ways to make our online and in-store experiences better every year. Everything he does, he makes sure to look through the eyes of our customers."

— JULIA KING

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Douglas Beebe

DEEP SKILLS LED TO A MORE BUSINESS-FOCUSED ROLE

DOUGLAS R. BEEBE did such a good job aligning IT infrastructure operations with business needs that management bestowed upon him the ultimate compliment: They hired him away from IT. The former corporate manager of information systems at Toyota Motor Sales U.S.A. Inc., who was recently named corporate manager of real estate and facilities, says the management and leadership skills he developed as he rose through the IT ranks are valuable anywhere.

"He was viewed by the business as someone who has transferable skills," says CIO Barbra Cooper. And for good reason. Beebe, 51, honed those skills through job rotations in IT — at one time managing applications for 10 different business executives — and by pursuing an MBA. He also led an enterprise monitoring project that optimized operations, outsourced day-to-day drudge work such as server provisioning, and "uplifted" the skills of his staffers so they'd be able to act as consultants to the business instead of just being order-takers. But getting operations right had to come first. "If we don't nail operational excellence, we don't get invited back to [deliver] the greater value IT can bring to the business," he says.

Cooper, who had launched the enterprise monitoring initiative, turned to Beebe to push it forward. "I wasn't getting as rich an outcome, even though it was pretty dramatic. He had the ability to take it further," she says, by working with staff to convince them that they could function as business solution providers and develop the skills to do it. "He built a belief system around why this was doable and why it would be better for their careers. His execution was flawless."

Most of the staff made the leap. "I'm proud of that," Beebe says.

— ROBERT L. MITCHELL

Joseph AbiDaoud

CIO, HudBay Minerals Inc., Toronto

How do you evaluate emerging technologies? "If it seems practical, we prototype it or do a proof of concept and, if successful, build a business case."

How are you building an IT department for the next 10 years? "With a balance of in-house expertise, external partnerships and service providers."

How have you surprised your CEO in recent months? "Our CEO has shown great enthusiasm and support for our SharePoint portal."

James Attardi

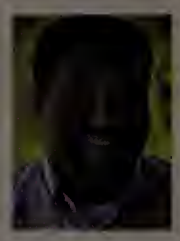
Vice president of IT, Medidata Solutions Inc., New York

How are you and your IT department adapting to "digital natives"? "By incorporating the latest technologies into our environment and making them as effective as possible. We have incorporated smartphones and have added the iPad to our environment."

What's a typical week like? "It's comprised of talking to other business unit leaders, working on product development, developing hosted IT strategies, working with the customer teams and working on corporate IT initiatives."

Tom Amburgey

CIO, City of Wellington, Fla.



Quick-ROI project: "Our utility infrastructure upgrade yielded a return of $2 million over the first nine months and increased its ROI to an estimated 300%. For a small to medium-size municipality, this was a tremendous result."

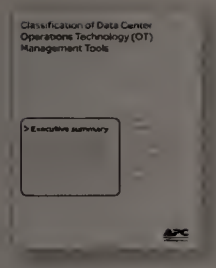
Best green-IT project: "Our department is installing an electronic plan-review system, which will reduce driving needs, paper consumption, and printing and copying. It is estimated that we will cut our carbon footprint by 3% through this system alone."

Kate J. Bass

Vice president and CIO, The Valspar Corp., Minneapolis

How do you evaluate emerging technologies? "As a leader of the organization, I must be aware of what's coming. I spend at least 15% of my day searching, reading and using technology. I make it my mission to use all the new technologies."

How have you surprised your CEO in recent months? "Using our business intelligence platform, we developed a tool that allows the business to project the impact of rising raw-material costs on product costs."



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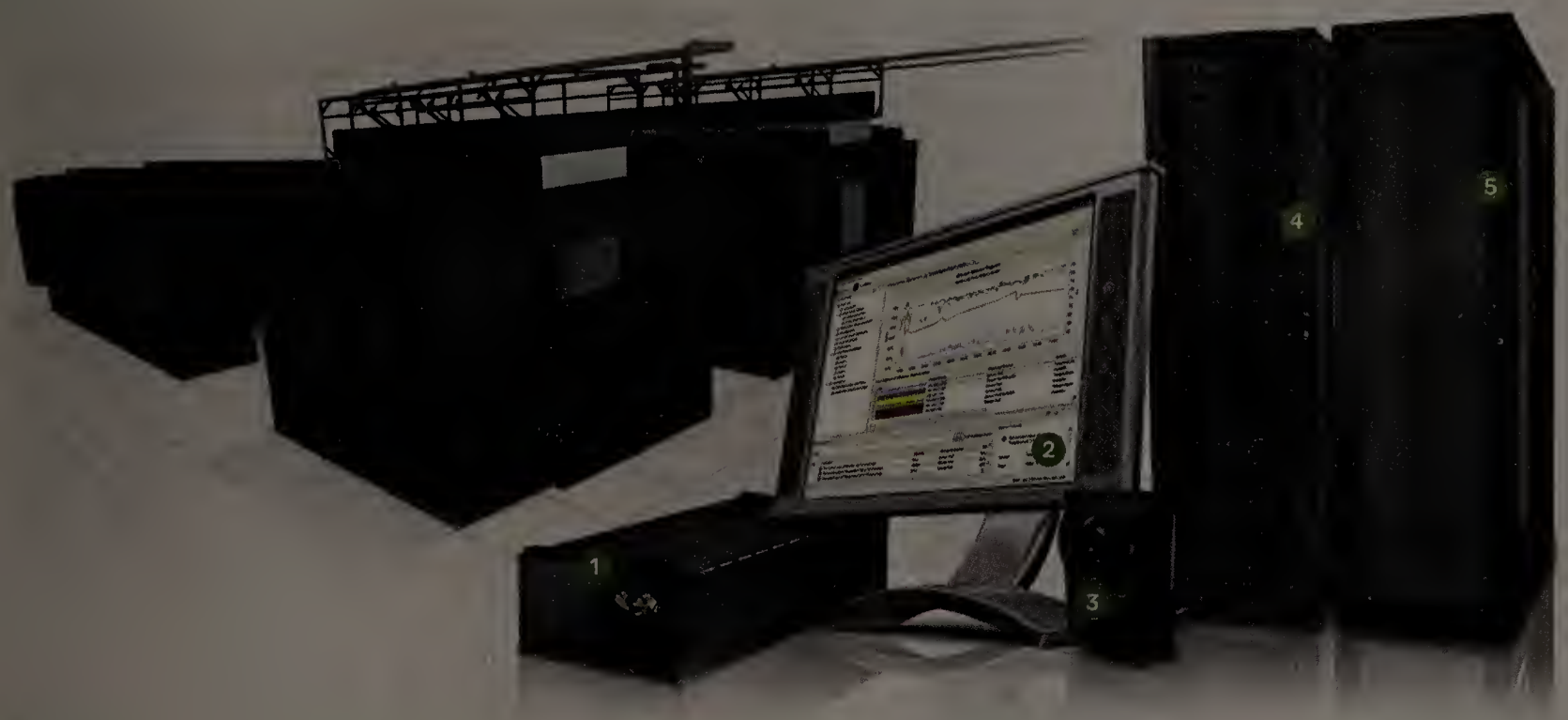

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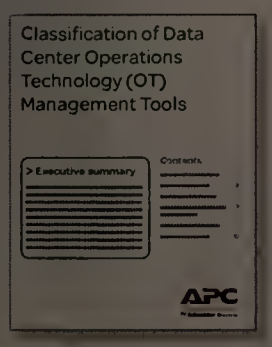

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Michael O. Brady

HELPED SHEPHERD IMPLEMENTATION OF A MASSIVE ELECTRONIC HEALTH RECORD SYSTEM

ONE MIGHT ASSUME that in his role as senior vice president of the infrastructure management group at Kaiser Permanente, Michael Brady spends most of his time with top technology and business executives. But he can also be found in a so-called bunny suit, or surgical garb, making rounds with physicians, sitting in on patient interviews or observing procedures in the operating room.

With Kaiser Permanente's deployment of the largest civilian electronic health record system in the world, "IT went from a back-office, billing-oriented function to an essential component of care delivery and patient treatment," Brady explains.

Because it required "a dramatic acceleration in the role IT plays in care delivery," the EHR deployment also involved bringing in IBM as a strategic outsourcing partner and laying off many longtime Kaiser IT employees – a task that Brady, 46, counts as the greatest challenge he faced in 2010. The leadership quality he relied on most, he says was "something you don't normally see in the business world – compassion."

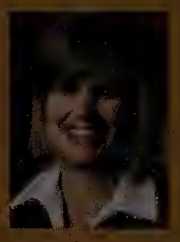
On the plus side, the EHR system has produced a new level of service availability and allowed patients to get involved in their own care.

"Mike and his team have produced award-winning results for the availability of our systems, shepherded a significant strategic partnership with IBM, and continue to uncover innovative ways to do things better and more efficiently," says CIO Phil Fasano.

– JULIA KING

Lori Beer

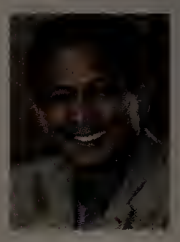
Executive vice president, Enterprise Business Services, WellPoint Inc., Mason, Ohio



Most important technology to the business: "Data is a core strategic advantage in our industry, and technology allows us to leverage our data – creating information that can be utilized by our business partners to make real-time decisions. Data transformation and tools for real-time decision-making enable WellPoint to deliver on our mission to improve the lives of the people we serve and the health of our communities."

Ben R. Blanquera

Vice president of information services, Progressive Medical Inc., Westerville, Ohio

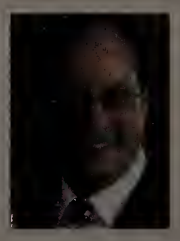


Coolest current project: "Our agile development transformation. Within a nine-month period, we're going from pilot to across-the-board conversion, driven in large part by our business and our clients realizing greater value faster."

How are you building an IT department for the next 10 years? "We will continue to maintain a hyper-focus on retaining, developing and attracting the best talent."

Ronald F. Bianchi

CIO and director, Information Services division, Economic Research Service, U.S. Department of Agriculture, Washington

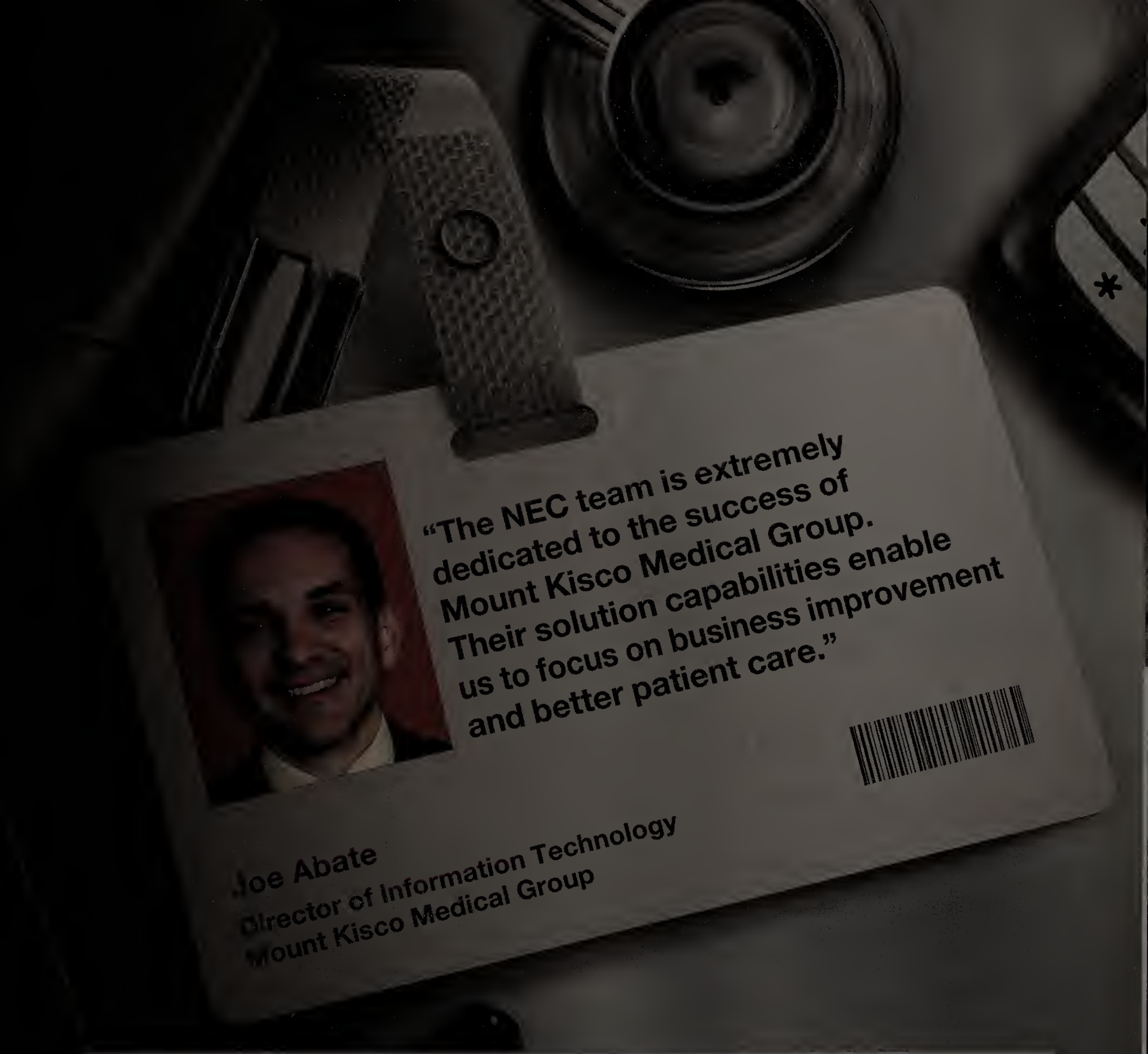


An innovative staff idea: "Members of my GIS, Web design and software development staffs worked directly with our Food Economics division staff to develop, in only two months, the Food Environment Atlas to support first lady Michelle Obama's 'Let's Move' childhood obesity project. The new application is the most popular page on the ERS Web site."

Steven F. Bloomfield

Director of IT manufacturing systems, Freescale Semiconductor Inc., Austin

A career highlight: "I was given the mission to lead a complex changeover of acquired fabrication facilities in Sendai, Japan. Timing was critical. I leveraged my diverse regional experience to lead a team with members from Japan, Scotland, China, Malaysia and Korea. I established key relationships with the Sendai and Motorola management teams to successfully deliver these cutovers without impact to factory performance."



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Diane Bryant

FOR A SPRAWLING IT GROUP, COLLABORATION TECHNOLOGIES ARE IMPERATIVE

INTEL CORP. CIO AND VICE PRESIDENT Diane Bryant has worked at the chip maker for 25 years, starting right out of college. She earned four patents as a mobile engineer there in the early 1990s and later headed up the company's server business.

Her longevity with the company and deep job experience help account for her obvious confidence as the head IT person at an industry juggernaut where she oversees an IT staff of 6,300.

How on Earth can anybody lead such an organization? "Leadership is about gaining commitment to the organization," says Bryant, 48.

To accomplish that, she relies on a range of communication techniques, including face-to-face meetings, webcasts, videoconferences, e-mail and blogs. She travels internationally most days of the week and has found that "taping a video is a great way to connect."

New collaboration technologies such as video are "almost a mandate," she says, since Intel has employees in hundreds of factories and other operations around the world.

"Video drives up our network use tremendously. Our network is growing by 35% [annually] and is heavily driven by video," she says.

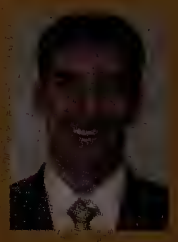
IT's input at Intel has led to a host of improvements, Bryant says, including the use of business analytics to cut the factory planning cycle time from seven days to one. That, in turn, has already helped lower products' costs, including those for the Atom processors that will be appearing in smartphones and tablets this year.

CEO Paul Otellini says Bryant's experience at Intel has "given her a unique perspective on the potential of the CIO. She is focused on how IT can add value to our company and has delivered large gains."

— MATT HAMBLEN

Shaun Braun

Senior director, Global Solutions, Stryker Corp., San Jose



Coolest current project: "Delivering a knowledge network and collaboration platform on the new SharePoint 2010."

Quick-ROI project: "We collaborated with the business to quickly deliver a rental/refurbish functionality within the Oracle Service Module. During a time when customers were turning away from sizable capital orders, providing this functionality to our sales force impacted the top line immediately and delivered dramatic ROI to the business."

Lisa L. Caplan

Vice president and business information officer, Care Delivery, Kaiser Permanente, Oakland, Calif.

Most important technology to the business: "Smartphones and mobile tablets. We have seen the power the internet has brought to healthcare by enabling access to information and fostering communication. Mobility will drive further change, both in the way we work and the way our patients interact with us. This technology also has the power to support healthier lifestyles through its convenience and accessibility."

Ash T. Brooks

Divisional CIO, Enterprise Computing Solutions, Arrow Electronics Inc., Englewood, Colo.

A career highlight: "I was fortunate enough to have had the opportunity to take a developmental assignment to run a multi-hundred-million-dollar P&L business for Arrow for a quarter. I learned more about how our business operates in this short time frame than I had in my previous five years with the company."

Coolest current project: "A rapid application development environment that is allowing us to be more responsive to our user community."

Rick Chlopan

CIO, Kentucky Community & Technical College System, Versailles, Ky.

Coolest current project: "We implemented a single firewall that protects our 70 campuses around the state."

Quick-ROI project: "Our external traffic is now routed through Internet2, which completely eliminated Internet charges."

How are you adapting to "digital natives"? "By moving course delivery to smartphones and increasing our presence on Facebook and Twitter for our students and colleges."

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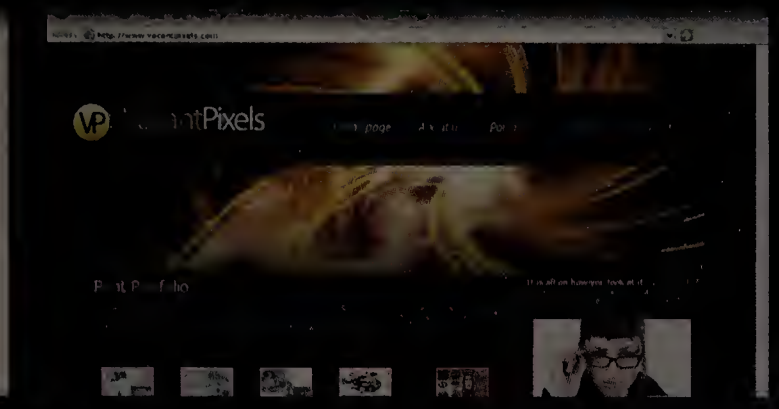

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Casey Coleman

TECHNOLOGY ENABLES A MORE TRANSPARENT AND COLLABORATIVE GOVERNMENT

CASEY COLEMAN, CIO of the U.S. General Services Administration since 2007, is part of a new generation of IT leaders who have undergraduate degrees in computer science and master's degrees in business administration.

"The CIO role is becoming less and less about the management of systems and more about choreography, being a conductor of services delivered via the cloud to a mobile, heterogeneous workforce," says Coleman, 45.

As GSA CIO, Coleman must shape a platform that meets the goals of President Barack Obama's administration to use technology as an enabler for transparent and collaborative government. Early last year, she presented an IT modernization plan to agency director Martha Johnson, who wanted it completed in 10 weeks, not 18 months.

That timeline was a challenge, but the agency was prepared. The GSA undertook an IT consolidation effort in 2006, when Coleman served as CIO of the GSA's Federal Acquisition Service.

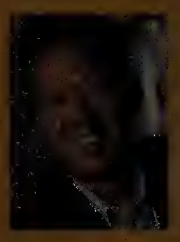
In the 10-week period, the GSA upgraded Office 2003 to 2007; expanded its network and moved to MPLS; expanded remote access capabilities; and implemented two-factor authentication, passwords and GSA passcards, and VoIP. The goal was to finish by July 4, and while some work is ongoing, namely on the VoIP system, much progress has been made.

Deniece Peterson, manager of industry analysis at government market research firm Input, says this of Coleman: "If you look at what she's accomplished and what she plans to do – she seems to be one of those innovative thinkers who sees the potential of IT in government."

– PATRICK THIBODEAU

Jonathan Chow

Chief information security officer, NBC Universal, Universal City, Calif.



A career highlight: "Seeing first-hand the political process at work while part of MSNBC/NBC News, by attending both presidential nominating conventions in 2000 and being involved in various capacities through six Olympic Games."

Boldest IT prediction for the next five years: "The 'cloud' will extend to people as well – the concept of working in one place will be eliminated as virtualization and the 'hoteling' of office space continues."

Dave Coker

Vice president, computing and network services, Southern Co., Atlanta

A career highlight: "I am proud to have led the effort to standardize our computing environment and processes across the company's more than 26,000 computers."

Quick-ROI project: "In 2009, virtualization efforts cut electricity usage by 1.5 million kWh, which reduced CO_2 emissions by an estimated 1,000 tons and yielded $89,700 in energy savings. Since the program began in 2008, we have installed 670 virtualized servers, yielding a reduction in electricity usage of 3.1 million kWh."

Israel Class

CIO, The Leona Group LLC, Phoenix (former CIO at the Valley of the Sun YMCA)

A career highlight: Prior to working at Leona Group, Class was the first CIO for Valley of the Sun YMCA, where he redesigned the IT infrastructure and realigned the department, establishing a better customer experience.

How are you building an IT department for the next 10 years? "By partnering with local colleges and schools, we believe that we're shaping the future of IT not only for the organization but the industry as a whole."

Anne Coleman

Director of trading application development, Scottrade Inc., St. Louis

Coolest current project: "We are rebuilding our advanced option-trading system. This system will challenge us from a trading perspective because the business rules are quite complex. It will also challenge us from a technology perspective because we will be integrating at least three different systems to streamline the trading flow and offer high-end tools for our customers."

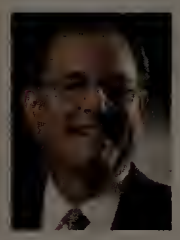
Nicholas R. Colisto

Vice president and CIO, Hovnanian Enterprises Inc., PSE Bank, N.J.

Most important technology to the business: "To leverage the critical information stored in our enterprise system, we invested in a business intelligence platform encompassing management and operational reporting and analysis. Our workforce is now able to quickly analyze information across processes, applications and business units to make faster and better decisions."

Doug Cormany

Senior vice president and CIO, Preferred Care Partners Inc., Miami

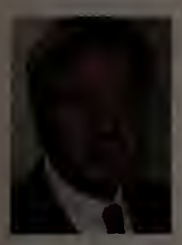


Quick-ROI project: "We implemented a CRM platform that fully integrated into our ERP system. Because of the effort that the entire company placed on this objective, we grew our organic business by 51% the first year."

An innovative staff idea: "An application that allows our hospital case reviewers to fill out forms using a Bluetooth pen that downloads the exact information to their BlackBerry, then transmits it to corporate as a PDF file."

Tom Conophy

CIO, InterContinental Hotels Group, Atlanta

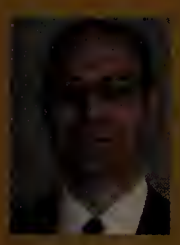


Quick-ROI project: "In partnership with our loyalty program team, IHG created a downloadable iPhone application that our Priority Club members can use to view hotel information, book, view and cancel reservations, enroll in the program and update profile information. The response has been tremendous with in excess of 200,000 downloads to date."

Most important technology to the business: "Continuing to enhance and increase the value of the heart of our organization – the central reservation."

Paul T. Cottey

CIO, Accretive Health Inc., Chicago



A career highlight: "I have been able to grow the IT group to be roughly 10 times larger in 44 months. That kind of growth means we are always changing."

Coolest current project: "The next generation of our front-end tool suite. It integrates data across a dozen or so client systems and presents the results in a graphical format."

Boldest IT prediction for the next five years: "Quantum computers will become a reality, rendering all current means of encrypting data obsolete."

Brent Cromley

A TECHNOLOGIST WHO'S A SHOPPER'S BEST FRIEND

BRENT CROMLEY sees Zappos as a technology company, not a retailer. And that mentality is paying off: He and his team have been instrumental in developing and implementing systems that help the business move forward.

"That mind-set makes it interesting for developers. They love to solve cool technology challenges," Cromley says.

Cromley, 41, joined online shoe retailer Zappos IP Inc. four years ago as senior director of engineering and is in charge of custom software development. It's a critical task, because the Henderson, Nev., company relies heavily on internally built suites.

Cromley says Zappos has an open atmosphere, and that lets him give his 90-member team the room it needs to experiment and innovate.

Matt Burchard, senior director of content, direct marketing and user experience at Zappos Development, says Cromley's decisiveness and conviction make him stand out as an IT leader.

"He sticks to his guns and often takes the path of most resistance if it is the right thing to do for his group," he says.

Cromley says he also strives to understand business requirements and build relationships with his business-side colleagues. Toward that end, he has led key projects designed to boost sales and improve the customer experience. Those initiatives include improving the e-commerce platform, enhancing the Zappos VIP loyalty Web site and developing applications that enable customers to shop using mobile devices.

"I think my key responsibility is not to get stuck in this mind-set that here's our shopping app and we're just iteratively improving it," he says. "I want to make sure we're pioneering in ways to shop."

– MARY K. PRATT, A *COMPUTERWORLD* CONTRIBUTING WRITER IN WALTHAM, MASS. (MARYKPRATT@VERIZON.NET)

Sharon E. Donovan-Hart

PINNING IT PROJECTS MORE FIRMLY TO BUSINESS OBJECTIVES

"**A LOT OF people think their job is complete once their code is in production.** I see it as when users are getting benefit out of a system," says Sharon E. Donovan-Hart, 48, executive vice president of IT at State Street.

Given that philosophy, Donovan-Hart was a natural choice to lead the design and implementation of an enterprise IT demand and portfolio management process, which, among other things, includes cross-functional "investment communities" that review all IT project requests. The model also enables everyone from the CEO and other executives to IT project managers to see precisely how and where IT dollars are being spent and how the expenditures relate to specific business goals.

Thanks to the new process, nine out of every 10 IT projects are now directly tied to explicitly stated business objectives at the Boston-based financial services company.

"Sharon has an extraordinary talent to execute on large, complex projects," says Brian Walsh, executive vice president and department head of IT services at State Street. "I have not seen anyone do a more efficient job at integrating information technology on large integration efforts."

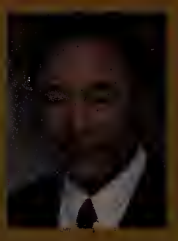
Another advantage of the process is that it gives different areas of the business an opportunity to benefit from projects that they may not have known about under the previous, less transparent IT funding model.

"That's where the real power of the process comes in," Donovan-Hart says. "It's all about integration."

– JULIA KING

Raul A. Cruz

Senior vice president and CIO, AECOM, Los Angeles



Career highlights: "I've been president of a computer services company, started a life insurance company from scratch, ran my own management consulting company and served as board member for several insurance companies. Now I am fortunate to work for a global leader in professional services."

Coolest current project: "We have a small but talented IT team, which has partnered with the best and brightest project managers in AECOM to deliver a world-class project management system."

Paul P. Diflo

Vice president and CIO, International Game Technology, Reno, Nev.

Coolest current project: "We recently completed an iPhone application that uses GPS to locate our MegaJackpots game locations at all casino properties. None of our staff had been trained on the technology; they simply learned it on their own and developed a very cool application."

Quick-ROI project: "We are implementing Phase 2 of Microsoft's Communications Server, and we will eliminate our calling-card audio solution. This project has a six-month ROI."

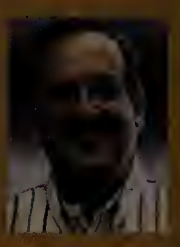
Shirley Cunningham

CIO, Monsanto Co., St. Louis

Best green-IT project: "Monsanto recently built a new data center that meets LEED certification standards on our headquarters campus in Creve Coeur, Mo. The data center was designed and constructed to allow natural lighting into a very secure and redundant facility while efficiently cooling and powering Monsanto's computing environment. The data center's LEED certification complements Monsanto's commitment to sustainability."

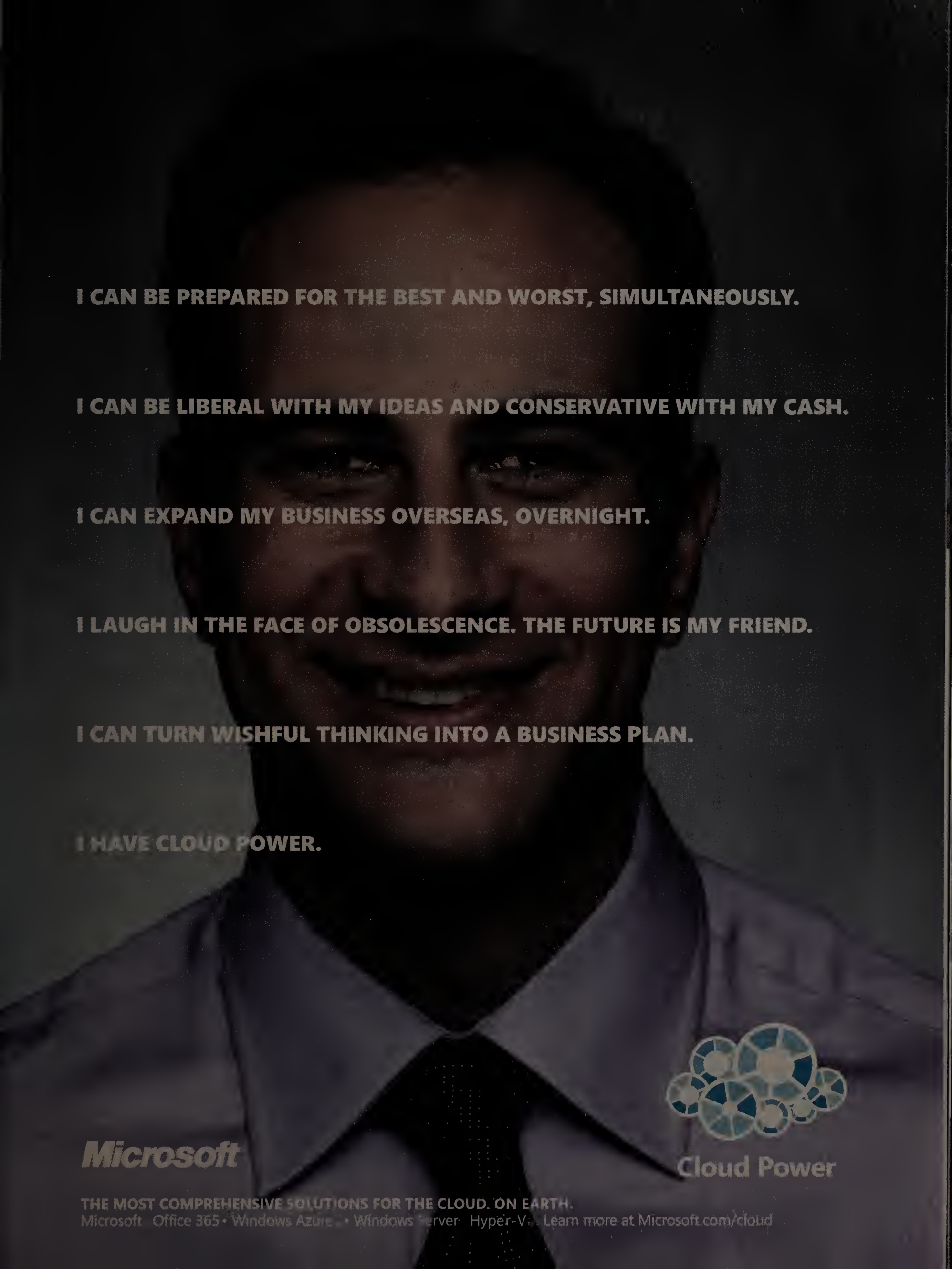
Steven M. Elefant

CIO, Heartland Payment Systems Inc., Princeton, N.J.



Coolest current project: "The E[illegible] end-to-end encryption solution, securing credit card transaction data at the point of sale and across the Internet."

Most important technology to your business: "Encryption! We have to assume the bad guys will get data no matter how hard we try to keep them out. By encrypting at the point of swipe – to and through our processing network – we turn card data gold into digital straw."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Timothy C. Ferguson

INNOVATION AND SERVICE WERE HIS FIRST UNDERTAKINGS

TIMOTHY C. FERGUSON inherited an underfunded department grappling with a stagnant infrastructure and a failing SAP project when he became CIO and associate provost for IT at Northern Kentucky University in 2007. So his first task, he says, was to transform the IT shop into a forward-leaning organization focused on innovation and service.

A 1985 Northern Kentucky University graduate, Ferguson, 48, started working on the transformation immediately. He sold executives at the Highland Heights, Ky., university on the need to invest more in IT by showing them how much they could accomplish by better utilizing technology. He cultivated relationships with business partners by speaking to them in their terms. And he pushed his own staff to see themselves as innovators who needed to enable the school to do more.

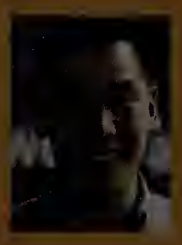
Those cultural shifts have allowed Ferguson and his staff to focus on how technology can support the university's goals as well as the needs of faculty, staff and students. His team expanded Wi-Fi access across the campus and created one of the first smartphone applications for students. IT is also implementing a system that allows students to play back lectures and other classroom content at any time, and a registration system that allows students to sign up for their classes online.

"Tim is a forward-thinking leader who understands where technology is going and how an organization can position itself to capitalize on the opportunities inherent in the technology," says Gail Wells, vice president for academic affairs and provost.

— MARY K. PRATT

Joseph Eng

Executive vice president and CIO, JetBlue Airways Corp., Forest Hills, N.Y.



Quick-ROI project: "We implemented a customer service system (CSS) geared at driving increased revenue and operational productivity while at the same time improving customer experience and loyalty. JetBlue was the first major airline to transition to a brand-new CSS without any significant operational issue." **How are you building an IT department for the next 10 years?** "We are partnering with other companies so that we can focus on core competencies for our business."

Aaron Gani

Vice president, applications engineering, Humana Inc., Louisville, Ky.

Boldest IT prediction for the next five years: "Cloud solutions will replace on-premises corporate systems (human resources, payroll and e-mail), gaining significant share in specialized domains (for example, customer relationship management and enterprise resource planning software). Data centers will become a private and public cloud blend, while solution deployment cycles shrink to weeks. Many IT departments won't adapt and will be subsumed by the business."

Kimberly S. Fisher

CIO, American Fidelity Assurance Co., Oklahoma City

Coolest current project: "Without a doubt, moving to Exchange 2010 and implementing Outlook as our mail client. It's a huge improvement for us, which will position us much better for future communications integrations across a variety of platforms." **Quick-ROI project:** "Improvements made in our disaster recovery testing process through a combination of Tier 1 server replications and the implementation of a virtual tape system for the mainframe."

Deborah J. Gash

Vice president and CIO, Saint Luke's Health System Inc., Kansas City, Mo.

Quick-ROI project: "IT's cost transparency project has yielded the fastest ROI. It is an analytic solution that aggregates general-ledger data and reports it in easily understood graphics. The resulting information can be used to monitor cost against budget, quickly identify trends, compare against benchmarks and provide cost transparency to leaders. This capability has helped to reduce IT costs by 8% in one year."

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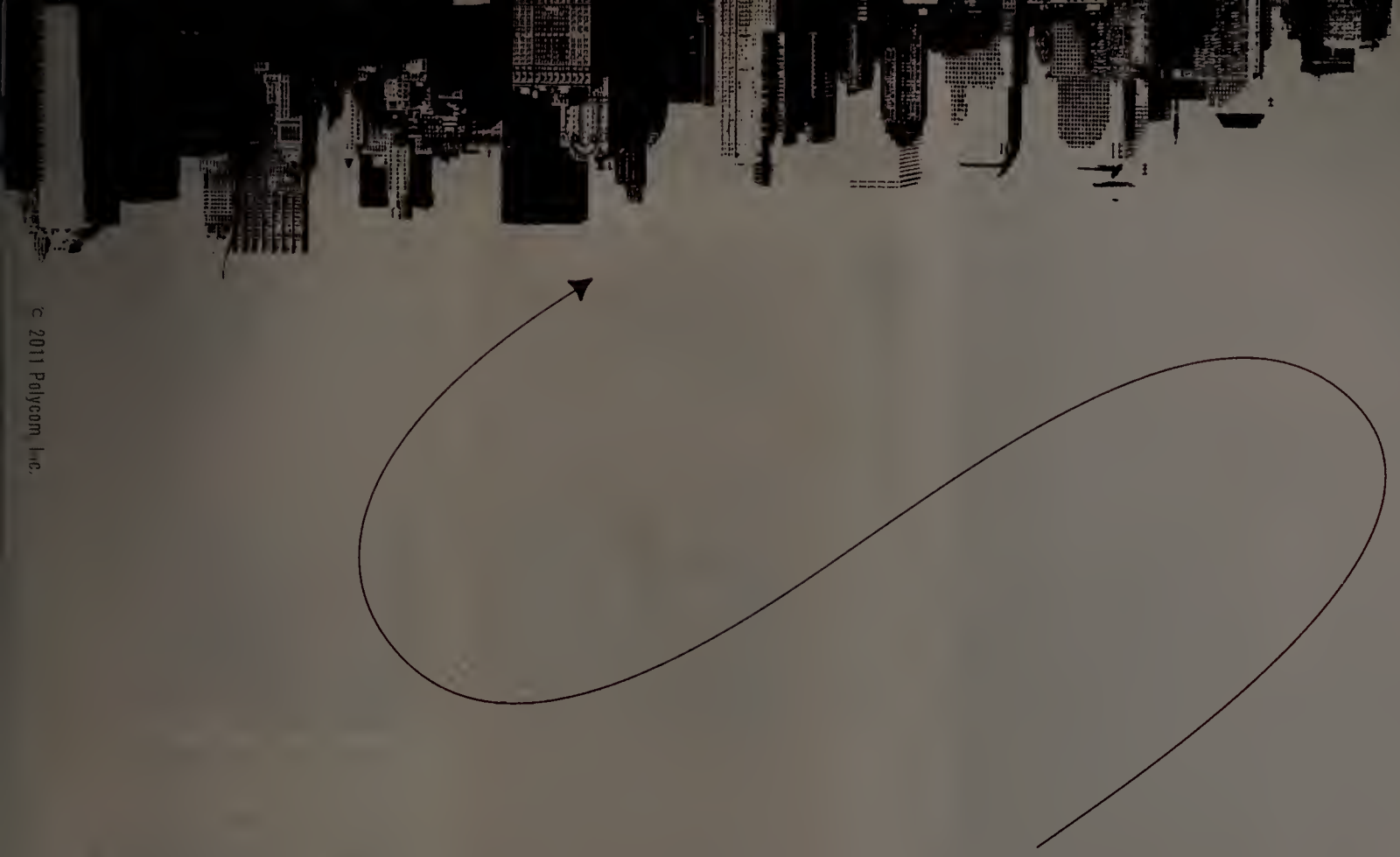

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Michael J. Haas

SELLING THE BENEFITS OF AN ADAPTABLE GOVERNANCE FRAMEWORK

MICHAEL J. HAAS is offering a wellness plan for health products provider Johnson & Johnson: IT shared services. But how did he get independent-minded executives at the company's 250 operating units to swallow that medicine? Haas, 45, knows how to sell the benefits of a technology project. As vice president of global solutions delivery and enterprise finance IT, he has one foot in IT operations and the other in the business camp. "I am in the interesting position of being both a provider and customer of the same services," says Haas.

He's also prepared to stand his ground when it's in the best interest of the company. "I'm willing to have the conflict to have people align with us," he says.

Haas sponsored the development of a service and governance framework, dubbed ITrinno, that abstracts J&J Web sites and Web applications away from the core underlying technology while reusing 80% of the code. "We've been able to upgrade or swap out every component in the stack and have it be transparent to the apps," he says.

He isn't afraid to take risks, either. When he gave Vic Rios the green light to launch an IT-sponsored Web creative services "digital agency" to serve J&J business units last year, he insisted on doing it the right way. As Rios, vice president of global services, recruited a team and decked out a room to showcase their capabilities, Haas sold the idea to some less enthusiastic IT leaders. "His credibility with the larger J&J organization made it happen," Rios says. "People don't want to let him down."

– ROBERT L. MITCHELL

Federico Genoese-Zerbi

Vice president of IT infrastructure, The Boeing Co., Arlington, Va.

Boldest IT prediction for the next five years: "True broadband (32Mbit/sec.+) will become absolutely ubiquitous, including transoceanic crossings. This will bring about the end of the PC in favor of minimally configured iPad-like devices. All processing power will become remote, delivered across the Internet through personal, private or public clouds."

Michael P. Guggemos

CIO, Insight Enterprises Inc., Tempe, Ariz. (former corporate vice president at Motorola Solutions Inc.)

How are you adapting to "digital natives"? "Self-defined tool sets. [At Motorola] we modified standards to allow for multiple computing platforms and self-support. If using something makes a person more productive without increasing internal costs, use it. We set minimum requirements for interoperability, performance and security while providing self-support FAQs for multiple operating systems and devices."

David Giambruno

Senior vice president and CIO, Revlon Inc., Oxford, N.C.

Coolest current project: "The globalization of the applications portfolio, combined with extending Revlon's cloud architecture. My team bundled up all of the various technology elements and deployed a global internal cloud while making sure it's entirely secure. We've essentially created an entire internal cloud ecosystem for Revlon delivering beyond six-9s (99.9999%) uptime and a 295% increase in project throughput."

Jonathan D. Harber

CIO and vice president of IT, Blood Systems Inc., Scottsdale, Ariz.

A career highlight: "Installing and managing integrated, voice, data and video systems in 15 countries in Latin America that allowed these countries to track, process and pass information across borders. The information exchange was vital to operations interdicting illegal activities involved in the processing and shipment of illicit narcotics, their precursor chemicals and the money they generate."

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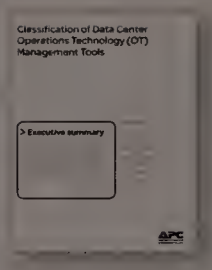

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Michael J. Hedges

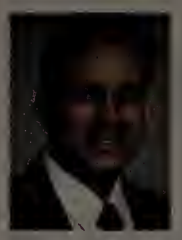
Vice president and CIO, Medtronic Inc., Minneapolis

How are you adapting to "digital natives"? "We are working closely with many universities and have a strong IT talent council. We recently worked with a university to develop software for iPhones."

How are you building an IT department for the next 10 years? "We have a strong organizational structure right now. In addition, our talent council will ensure we have the right people hired in the coming years and a pipeline for the future."

Baskaran G. Iyer

CIO, Honeywell International Inc., Morristown, N.J.



A career highlight: "Becoming CIO of a Fortune 100 company from a humble beginning in India. From servers and software to technology, finance and project management, I've made a career out of getting my hands dirty in everything I could. To lead, you have to know how to follow first."

Most important technology to the business: "Convergence of cloud and mobile computing, including sharing of resources, information and software on demand."

Dennis Hodges

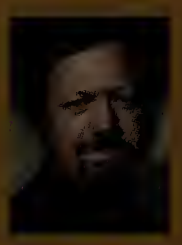
CIO, Inteva Products LLC, Troy, Mich.

A career highlight: "The past three years as CIO of a spin-off company. In that time, we have completely replaced our environment from PC images through the LAN and servers to the WAN and brought in a new ERP system – all within 18 months."

Coolest current project: "We are working on business intelligence projects to put information from the shop floor to the top floor in the hands of decision-makers. Much of this information will be shared using glass-wall technology."

Brandon J. Jackson

CIO, Gaston County, N.C.



Boldest IT prediction for the next five years: "Flash drives will be replaced by data storage that fits in your wallet like a credit card."

How do you evaluate emerging technologies? "As a government entity, our risk tolerance is relatively low. We watch, read and study emerging technology and think of ways it might be able to help what we do. While we welcome cutting-edge technology that fits us, we try to stay away from the bleeding edge."

Paul E. Haugan

COLLABORATING WITH COLLEAGUES YIELDS RICH REWARDS

THE TOUGH ECONOMY has left many mayors and governors competing for limited state funding. But Paul E. Haugan, chief technology officer for the city of Lynnwood, Wash., has found that the best approach to solving problems is a cooperative one.

When Haugan, 53, left his job as computer services division manager for the city of Fresno, Calif., in 2006, he kept in touch with his former co-workers. After becoming a member of Washington's Association of County & City Information Systems, he invited a colleague from the Municipal Information Systems Association of California to serve as a guest speaker at an ACCIS meeting.

That's when ACCIS members realized that other regions were facing the same issues Washington was, and they recognized an opportunity. "We're going to get a lot further if we all start cooperating and collaborating on regional levels," Haugan says.

With Haugan's assistance, IT professionals from Washington, Oregon, California and Colorado now share best practices and strategies.

One of his former co-workers, Kari Alverson, left her job in Fresno to follow Haugan north. "There aren't many people I would uproot my whole family for," she says. "[But Paul is a] visionary. He allows you to disagree with him [and] is very open to change."

Haugan has also provided Lynnwood's firefighters with iPhones and Verizon MiFi hot spots, so first responders can gather critical medical data and forward it to the emergency room before a patient arrives.

Whether he's working locally or regionally, Haugan's efforts transcend politics, thanks to a philosophy he always keeps in mind: "The sum is greater than the parts."

– KEN GAGNÉ

Joel D. Jacobs

A SOCIAL NETWORKING PROTOTYPE CONNECTS STAFF, PARTNERS AND CUSTOMERS

JOEL D. JACOBS says he needed to focus limited resources to deliver the best results when he took over as The Mitre Corp.'s CIO in 2009. To do that, he first created clearer definitions of his IT department's services, detailing what was included, what wasn't and what each one cost.

Jacobs, 51, says he also better delineated between back-office IT and the value-add technology projects that really drive the Bedford, Mass., company forward. He says Mitre's role is to deliver strong system engineering capabilities to government sponsors, and IT's priorities have to support that mission.

"That's where we wanted to focus, [not on] HR and financial infrastructure operations. Not that those aren't important, but they're in good shape," he says.

Mitre executives appreciate Jacobs' ability to set priorities for IT. Senior Vice President and Chief Operating Officer Dave Lehman praises Jacobs for his "thoughtful integration of many aspects of the job" and his understanding of enterprise needs and financial realities.

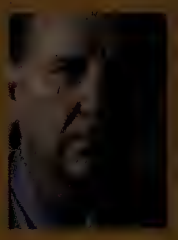
In addition to structuring IT to operate more efficiently, Jacobs' department sought to make it easier for Mitre employees to get the resources they need, providing them with a one-click, role-based access system that requires fewer passwords and log-ins and offers more self-service capabilities than previous systems.

Jacobs' IT staff also developed Handshake, a prototype social network that lets Mitre employees connect and collaborate with one another and with external partners and customers. Today it has more than 2,500 members, with more than 150 groups and communities.

– MARY K. PRATT

Bruce Jones

Head of global IT security and risk, Eastman Kodak Co., Rochester, N.Y.



A career highlight: "A risk management program that I developed has come to be well respected throughout the industry. It ensures that all security and compliance decisions are aligned with business goals and that any risks are documented in terms of impact to the business."

Boldest IT prediction for the next five years: "The future is about highly collaborative, dynamic trusted networks between companies and their distributed and mobile employees, customers, suppliers and vendors."

Gary C. Kern

CIO, MutualBank, Muncie, Ind.

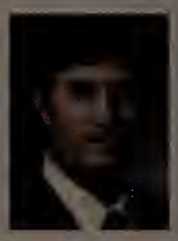
Boldest IT prediction for the next five years: "Cloud computing will be supplemented by social-media-type interfaces."

Most important technology to the business: "Mobile banking."

What's a typical week like? "Eight hours with staff, 10 hours with other business leaders and in meetings. Five hours with vendors, another five hours on compliance issues. Eight hours are spent each week evaluating emerging and strategic needs, and about eight hours are spent on support-related issues."

Eric L. Keane

Senior vice president of IT, FedEx Corporate Services Inc., Memphis

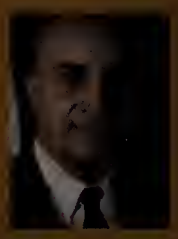


An innovative staff idea: "A team in Montreal recently developed a series of complex search algorithms that allows us to automatically match most of the commodity classifications on our international shipments. This automated approach is based on storing past classifications into a tool so that it has a 'learning' capability."

Best green-IT project: "The new FedEx hub in Cologne, Germany. A key element in construction of this facility is a solar panel system on the building's roof."

Gopal Khanna

Former CIO, Office of Enterprise Technology, State of Minnesota, St. Paul, Minn.



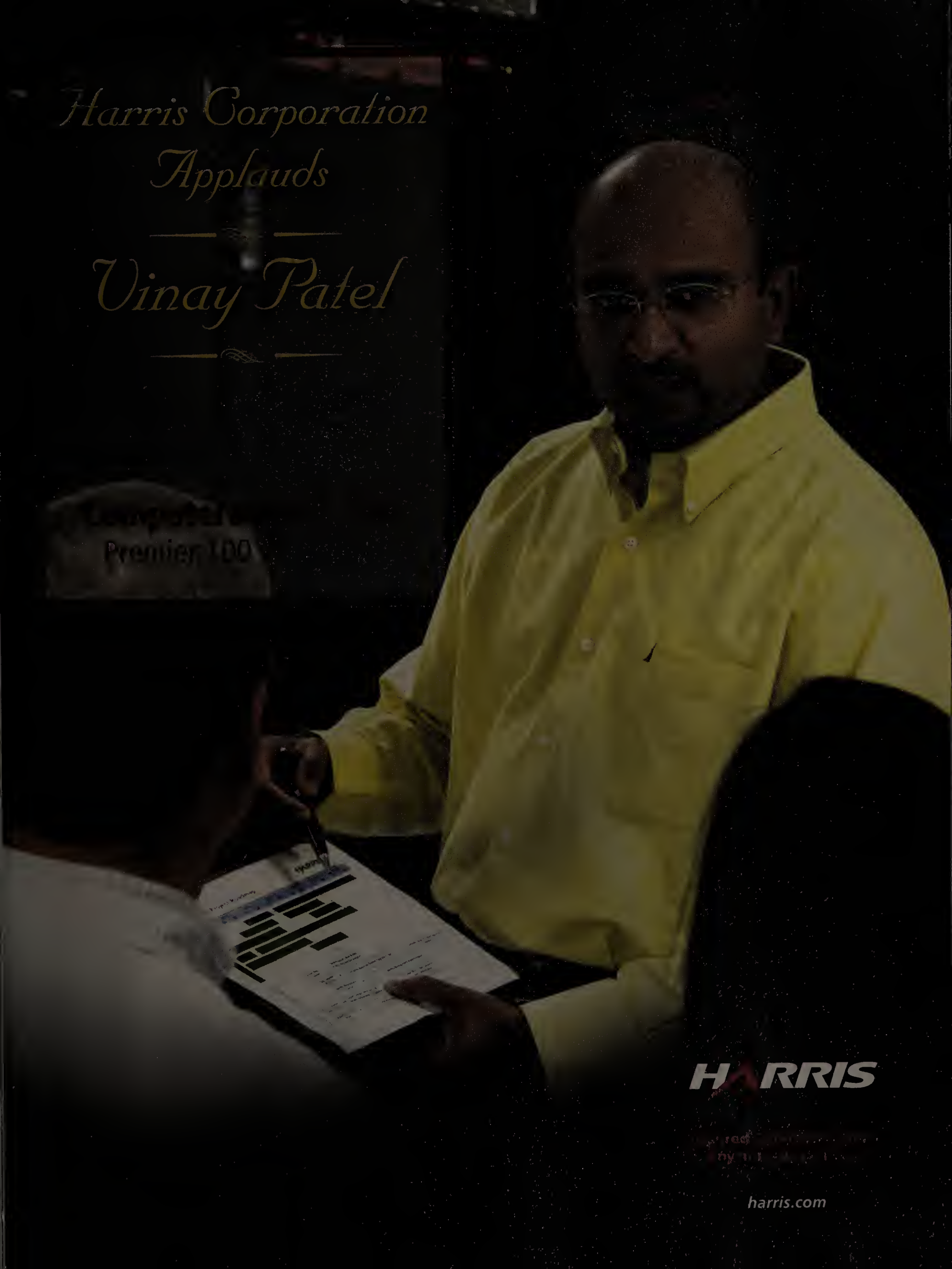
A career highlight: "Serving as CIO and CTO of the Peace Corps during the George W. Bush administration."

Coolest current project: "The creation of a single, Web-based e-licensing platform that will re-engineer the processing of approximately 900 types of professional and occupational licenses, and business and commercial licenses. Today, licensing activity is performed by [illegible] full-time workers at more than 40 state agencies and boards."

Harris Corporation

Applauds

Vinay Patel



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Katrina Lane

PROJECT PLANNING WITH A SHARP EYE ON THE DETAILS

SHE WAS A SCIENTIST who moved to marketing, then a marketing maven who moved to IT. The jobs may have changed, but there's a common thread in Katrina Lane's career that's easy to see: Now senior vice president and chief technology officer at Caesars Entertainment Corp. in Las Vegas, Lane has a laser focus on her mission and relishes challenges.

Take Caesars Entertainment's integration of Planet Hollywood last year. Lane's IT team was tasked with ensuring that Planet Hollywood customers would have seamless access to the Caesars Total Rewards customer loyalty program. They finished the job in just 18 weeks, and the system went live about five weeks after the acquisition was complete. In a word, it was all about planning.

"It took a whole lot of prep work," says Lane. "All of our groups and the properties brought our collective resources and creativity to bear."

In fact, well before the sale closed, the team started working with gaming regulators, creating strategic liaisons with external partners, and mapping out every step of the project.

The project tested Lane's management abilities and leadership. "You have to constantly work on adapting your style to different people, to figure out how best to motivate the team," says Lane.

"Katrina brings a rare combination of deep and analytic intellect, a passion for the operations of our business and the capacity to inspire those around her," says Gary Loveman, chairman, CEO and president of Caesars Entertainment.

And although she's changed fields a few times, Lane seems to have found her true passion in IT. "With technology, there's nothing you can't do," she says. "It truly is magical."

— ELLEN FANNING

Phil LaBelle

Vice president of IT strategy and innovation, Hyatt Hotels Corp., Chicago

IN MEMORIAM

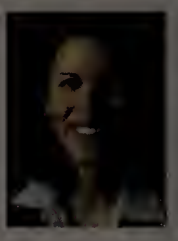
Phil LaBelle, 45, was known to those with whom he worked as a gentle leader who not only forgave mistakes by his team but encouraged them.

LaBelle, a husband and father, died last August after a two-year battle with a rare form of cancer. He had a passion for life and was widely regarded as an imaginative and creative technical innovator.

"He had unbelievable vision," recalls Hyatt IT Director Branislav Filipovic.

Patricia M. Lawicki

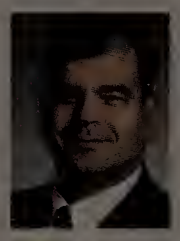
Senior vice president and CIO, Pacific Gas & Electric Co., San Francisco



How do you evaluate emerging technologies? "We evaluate and work in collaboration with the industry to mature emerging technologies. Three highly related areas of focus contribute to this effort, including participation and leadership in standards development, disciplined lab testing to understand the performance of the technology and to provide quantified feedback and analysis, and detailed simulations of the systems."

Jim Lammers

Vice president of IT, Client and Patient Systems, Express Scripts Inc., St. Louis



Coolest current project: "We are developing an advanced operations workflow that makes use of previous transaction history to automatically complete steps and automatically route work. We apply iterative design practices to optimize the user interface, and we leverage best-in-class analytics and a rules engine for business processes."

Boldest IT prediction for the next five years: "Systems that use biometrics will replace credit and debit cards."

Jay D. Leader

Senior vice president and CIO, [illegible] Bedford, Mass.

[illegible] for the next five years: "Cloud computing will be exposed as a wildly overhyped silver bullet that many companies will be unable to leverage due to security and application integration concerns."

How are you [illegible] department for the next 10 years? "We are very focused on process analysis and program management. Everything else can be outsourced, but these three are more critical to every IT and business success."

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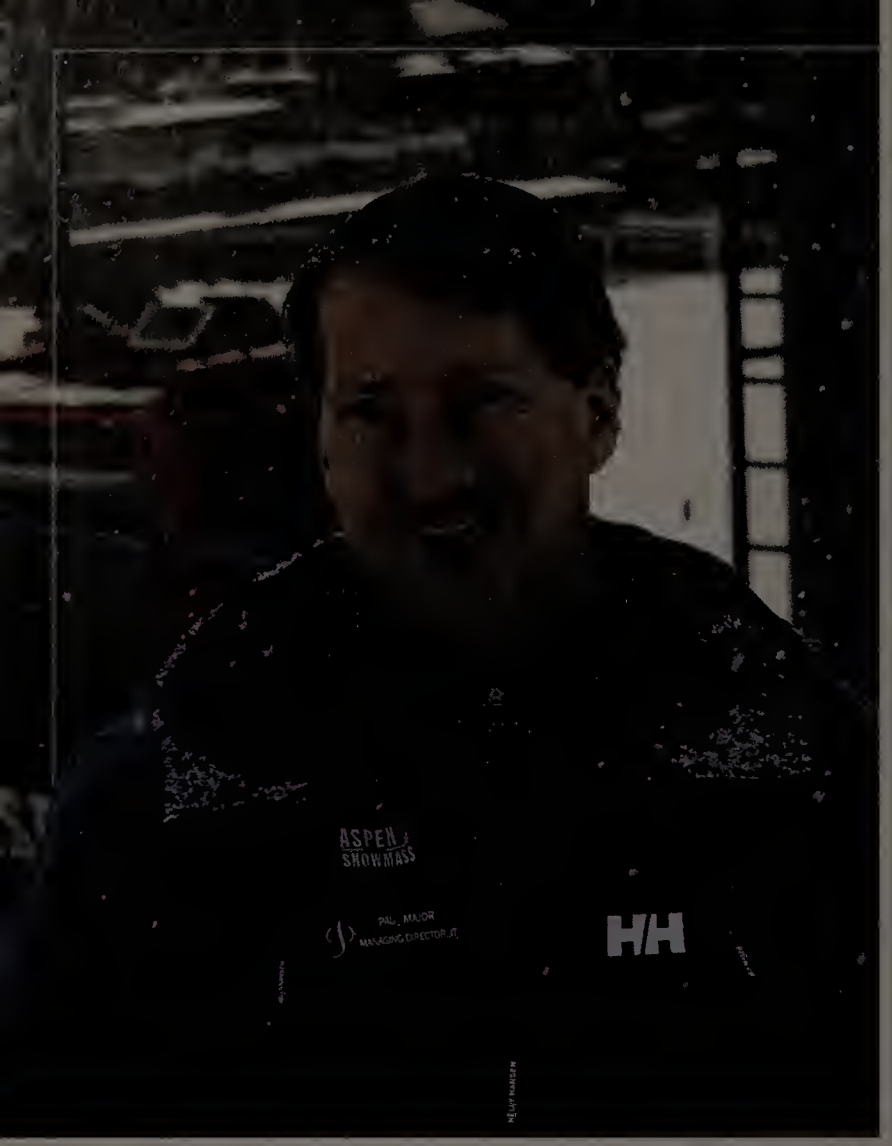

Paul J. Major

BUILDING CUSTOMER LOYALTY THROUGH TECH-ENABLED CONVENIENCE ON THE CUTTING EDGE

THE SEASON'S FIRST RUNS at Aspen's Snowmass or Buttermilk ski areas are something to be savored. So even though the mountains are at his feet, Paul J. Major, 49, managing director of IT at Aspen Skiing Co. and an avid skier, won't hit the slopes until he's sure that his team has done everything it can to create a flawless experience for guests.

The time people spend at Aspen's resorts is made both convenient and seamless thanks in part to an IT-led RFID system that lets visitors with season passes or daily lift tickets use a single card to access lifts and pay for food, lessons, rentals and retail goods. In fact, Aspen Skiing, which boasts four hotels and four ski areas, plus dozens of restaurants, shops and rental operations, is the largest ski resort in North America to be 100% RFID-enabled. Major led that effort, which started at the turnstiles and then expanded to point-of-sale systems.

"Guests simply walk through a turnstile to gain access while their RFID card remains in their pocket," says Major. They appreciate the reduced wait times on the slopes and the ease of renting skis or buying a burger, he adds. The next phase will tie the ski school enrollment and instructor scheduling systems into the RFID setup.

Major's supervisor, Chief Financial Officer Matt Jones, says he's not sure the RFID project would have worked with anyone else at the helm. "Paul is an interesting and rare amalgam of tech savvy meets great communicator. People listen to him and trust him," says Jones.

Major's plate is full with upcoming projects: a $2 million energy-efficient data center that's coming online in the spring, and new mobile and Web apps. Here's hoping he finds time to do a little skiing, too.

– ELLEN FANNING

Sue-Jean Lin

Senior vice president and CIO, information systems, Allergan Inc., Irvine, Calif.

Quick-ROI project: "Regulatory approval of any promotional materials we use publicly is required. A cloud application was implemented globally for the regulatory review and approval of advertising and promotional materials, such as printed materials and electronic media – audio and video files. It took approximately 10 weeks to implement and is used by 550 people in more than 30 countries. It now tracks 120,000 promotional materials per year."

Al B. Lucas

Division chief, IT, Maricopa County Attorney's Office, Phoenix

Quick-ROI project: "Our document archives can have more than 300,000 files for active and completed cases. Analysis determined that hundreds of thousand of dollars of productive time was lost because of efforts to find missing files. We placed 108 RFID tag readers throughout our multiple facilities. Files are scanned at regular steps in the process. Information is available in our case management system on where files are and where they have been. Our ROI was around nine months."

Eric Lindgren

Vice president and CIO, PerkinElmer Inc., Waltham, Mass.

An innovative staff idea: "Implementing Symantec DLO on all of our laptops globally. Now every laptop is automatically backed up daily, and we experience almost no data loss when a laptop is stolen or a hard drive fails."

How do you evaluate emerging technologies? "We continually look at new technologies and how they might enable business goals. We also work with advisory firms and peer groups to get input into the viability and return of various technologies."

Edwin Marcial

Senior vice president and chief technology officer, Intercontinental Exchange Inc., Atlanta

A career that put [illegible] company. "Our company began as a six-person start up with two software developers, including me. Within 10 years it turned into a public company with 800-plus people and $1 billion in annual revenue."

An innovative staff idea: "We use the Amazon cloud to performance-test our trading platform, simulating thousands of Internet users and generating 'real world' traffic from both the U.S. and Europe."

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Bernard P. McVey

AN ENTERPRISEWIDE PERSPECTIVE YIELDS IT INNOVATIONS

IN 2009, when Bernard McVey became vice president and CIO at Northrop Grumman Corp. in Los Angeles, he knew one of his big jobs was to initiate change and improvements.

"There was a lot of opportunity in terms of doing some things differently aimed at improved agility and reduced costs," he says.

But McVey, 55, had to build credibility both within IT and among other leaders to achieve his goals.

"Once I understood what needed to be done, I solicited the support of the top echelons of the company. Once I had the top cover, then I began to engage my own staff," he says. "It was difficult, because we had a very high degree of skill in our organization, and many people didn't see the need to change. But I assured them that we were going to do this, and there was no room for error in terms of directionality."

Doug Norton, vice president and CIO of Northrop Grumman's Electronic Systems sector, says McVey has a natural ability to inspire others.

"Bernie has the unique ability to communicate effectively and get leadership on board for key initiatives within the company," he says.

As part of the transformation, McVey worked to refocus IT so that it adopted an enterprisewide perspective instead of concentrating on serving individual divisions. He says that move created a more agile, forward-thinking, cost-effective and supportable organization.

McVey notes that the improvements made it possible to create a new chargeback system that gives IT's internal customers a better understanding of their technology costs.

— MARY K. PRATT

Jan L. Marshall

Vice president and CIO, Southwest Airlines Co., Dallas

How are you supporting the business mission with technology? "Our industry faces the most challenging decade in aviation history, yet we are well prepared with a technology investment agenda tightly aligned with Southwest's strategy. We are laying the foundation for continued improvement centered on customer service with a new Southwest.com Web site, a new Rapid Rewards program and an international connect partnership with Volaris."

Darryl D. McGraw

CIO, Wake Technical Community College, Raleigh, N.C.

An innovative staff idea: "The use of ultra-small communications devices to replace computers that use centralized, virtual images."

Best green-IT project: "First, we did a makeover to our data center. Most of our stand-alone servers have been replaced by BladeCenters, reducing the need for HVAC and electrical service. In addition, we're virtualizing many servers to avoid adding more hardware to the mix."

Tim H. Masheck

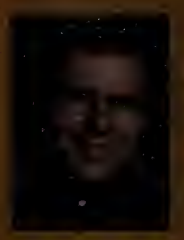
CIO, National Government Services Inc., Indianapolis

A career highlight: "I recently participated on a committee that assisted the White House CIO, Vivek Kundra, with a dashboard depicting key federal government projects."

Coolest current project: "I'm working on a team that is integrating the credit card transaction network into the healthcare payer network to examine trends. I'm also working on a team that will enable every Medicare beneficiary in the country, 40 million people, to get Medicare information through the Internet."

Douglas S. Menefee

CIO, Schumacher Group, Lafayette, La.



Boldest IT prediction for the next few years: "CIOs are going to need to decentralize the administration of cloud-based solutions into the business user domain."

Best green-IT project: "The deployment of blade computing and evaluation of data center consolidation."

How are you supporting the business mission with technology? "Our business will be a key player in changing how emergency medicine practices are managed."

From the editors of *Computer*

Computerworld's Digital Spotlight on Virtualization

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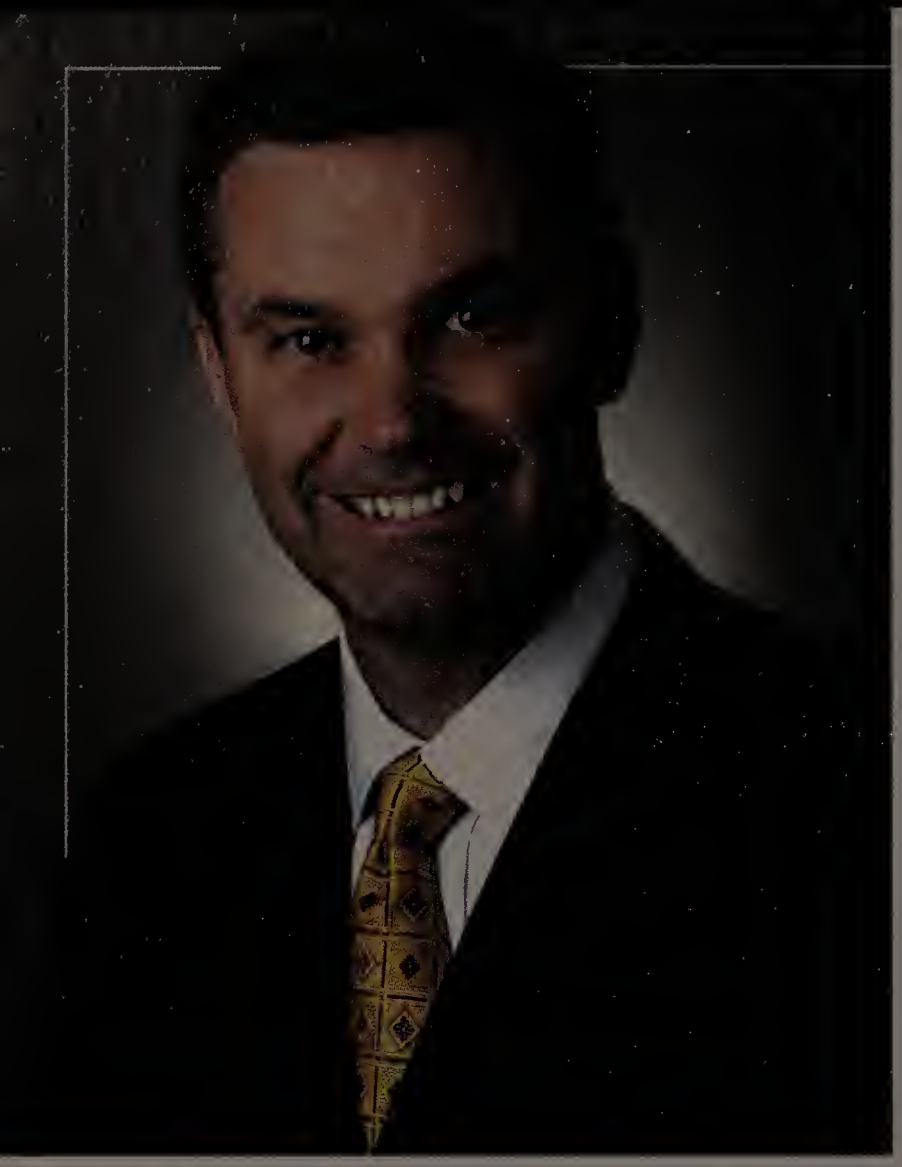


Thomas Nealon

FOCUSES ON THE PROBLEM, NOT THE TECHNOLOGY

WHEN THOMAS NEALON arrived at J.C. Penney Co. as CIO in 2006, he says there was a tremendous amount of IT work going on, but it wasn't focused on business priorities. He changed that.

Nealon restructured the IT organization, eliminating a culture that encouraged IT teams to serve specific functional areas and replacing it with one in which IT served the Plano, Texas, company as a whole.

"Once we did that, it changed the nature of the work. It drove very different investments," Nealon says.

As part of the restructuring, he brought development back in-house because, he says, he felt that the development of tech-based innovations was crucial to creating efficiencies within the company.

He also set up business infrastructure leadership teams to work through priorities, sequencing and deliveries. Nealon says he sees these teams of business and IT leaders as change committees tasked with identifying how technology can improve the business.

This approach has earned Nealon praise. "Tom is a business leader first and an IT professional second. Tom also starts IT thinking with the problem and the process, not the technology," says Group Executive Vice President Mike Theilmann.

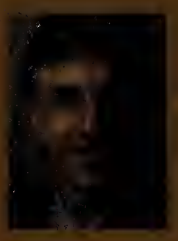
The IT department is deploying customer-facing applications, including ones built on social, mobile and in-store technologies, to ensure shoppers get the merchandise they want.

This work earned Nealon, 49, a promotion in August 2010 to group executive vice president in charge of JCP.com and of IT, corporate strategy and J.C. Penney's digital ventures.

– MARY K. PRATT

Bruce A. Metz

CIO, Thomas Jefferson University, Philadelphia



Coolest current project: "Fitting out the new TJU Center for Computational Medicine, which will use supercomputers and other advanced technologies for pattern discovery, genomics, computational biology and high-throughput sequencing analysis."

Quick-ROI project: "A disaster recovery project that used server virtualization to cut in half the disaster recovery facility square footage, while increasing by over 150% the number of systems covered and cutting recovery time from 48 hours to one."

David T. O'Berry

Director of IT systems and services, South Carolina Department of Probation, Parole and Pardon Services, Columbia, S.C.

An innovative staff idea: "Continuously evolving integration of incredibly diverse and detailed information streams. This approach enhances total life-cycle management of offenders via collaboration as well as open frameworks, code and software in an evolving easy-to-consume user interface."

Best green-IT project: "We are 100% mobile-capable now."

David Neitz

Global vice president, technology solutions, MWH Global Inc., Denver (former vice president at Lincoln Trust Co.)

A career highlight: "International study in Germany and Italy with an MBA program."

Coolest current project: "[At Lincoln Trust], cloud queuing in support of business continuity planning for our call center, enabling us to deliver a low-cost solution."

An innovative staff idea: "The process simulation and development of an organizationwide causal diagram [at Lincoln Trust] that helped enable true process innovation."

Julie Ouska

CIO and vice president of IT, Colorado Community College System, Denver

Coolest current project: "Your desktop... ing Citrix XenDesktop... I think it will revolutionize how we deliver the 'anytime, anywhere' connectivity and desktop."

How are you supporting the business mission with technology? "Our business is growing while our funding is being drastically cut. Therefore, we are focusing on how to cut costs and provide better service through technology – for example, more online courses and more Web-based services."

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Vinay Patel

ENCOURAGES HIS TEAM TO HELP BUILD REVENUE

SINCE TAKING OVER as senior manager for software development at communications products developer Harris Corp., Vinay Patel has been on a mission to ensure that his 20-person team is seen not as a cost center, but as a group that contributes to the company's bottom line. Over the past three years, Patel, 36, has been actively trying to put his team in front of both internal and external customers and has constantly encouraged his staff to view new work requests as potential revenue-generating opportunities.

The efforts have begun paying off. Last year, Patel's group snagged a project to develop firmware for Harris' RF Communications division. The firmware allows Harris' software-defined radios, which are used by the U.S. Army, Navy and others, to be upgraded online in a more secure and efficient manner than was previously possible. The group also helped another Harris division implement digital signage technology at the Orlando Magic's Amway Center and is now helping with a similar rollout at 7-Eleven stores across the country.

"Rather than just being a corporate function, our group has transformed into an externally facing group," says Patel. At the same time, the team remains fully committed to fulfilling Harris' internal requirements, Patel insists. "I need to make sure my resources are aligned" to business needs, he says.

The software development group's growing focus on revenue generation has been a positive development, says Michael Sciarrino, an Internet manager at Harris. "It's nice to work on things where you are actually bringing some money in," Sciarrino says. "It's been exciting; it's been challenging."

– JAIKUMAR VIJAYAN

Manesh M. Patel

Senior vice president and CIO, Sanmina-SCI Corp., San Jose

Quick-ROI project: "The deployment of a voice-over-IP solution called VoSky at about 15 locations with significant long-distance and international calling has realized an ROI in about three months per location. The solution works with our existing PBX infrastructure and is transparent to employees making the calls. The PBX automatically routes toll calls to the VoSky unit, which essentially makes a Skype out-call via a dedicated broadband connection."

Robert Petrie

Vice president of IT, PPD Inc., Wilmington, N.C.

A career highlight: "A temporary overseas management assignment that became permanent when the part of the company that I was located in was sold!"

Quick-ROI project: "Digital signatures on related documents that are shared across the organization – ROI in less than six months based on shipping costs alone."

An innovative staff idea: "The evaluation of the iPad as a device that can be used in a business environment. It's good to see a consumer-based device leveraged in the business."

Kenneth B. Peck

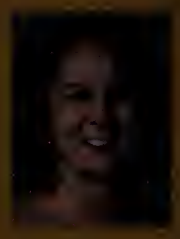
Director of IT, Office of the Chief Technology Officer, DaVita Inc., Deland, Fla.

What's unusual about your career path? "IT is actually my third career, and when I started out in technology, I was working part time as a backup operator on the midnight shift."

How do you evaluate emerging technologies? "We select a group of people willing to commit to using the technology and providing feedback. Based on their feedback, we build a value proposal and present it to IT leadership for evaluation."

Page D. Petty

Chief information resources officer for the [illegible] Marriott International Inc., Bethesda, Md.



A career highlight: "[illegible] of Marriott's Executive Development Program was held in Costa Rica recently. While there we met with President Oscar Arias Sanchez."

Coolest current project: "We are searching for an innovative way to effectively and proactively manage the growing demand for bandwidth. It has tremendous impact on our associates, [illegible] our overall ability to deploy mobile products and services."

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Larry A. Pickett

LOOKS TO THE CLOUD TO CONSOLIDATE INFRASTRUCTURE AND INCREASE PERFORMANCE

AS VICE PRESIDENT AND CIO at Purdue Pharma LP, Larry A. Pickett Jr. likes to have his head in the cloud, and it's going to save his company a projected $2.5 million over the next five years.

He's leading an effort to implement a private cloud infrastructure at Purdue Pharma, a privately held pharmaceutical company in Stamford, Conn. Pickett says that by using a grid-based, virtualized architecture, he expects huge improvements in his department's ability to quickly deploy business applications. The setup will also result in a marked improvement in systems performance and a more highly consolidated infrastructure.

The cloud infrastructure will support a new customer portal, providing interactive tools and information that Pickett expects will strengthen Pharma's relationship with its healthcare provider customers.

When it comes to managing his staff, Pickett believes that employees need to regularly expand their job scope through new challenges. Staff development is a key focus, he says, and rotating employees in and out of positions helps them develop a variety of skills and encourages them to move into areas "outside of their comfort zones."

If he had a motto, Pickett says it would be, "Every employee counts."

Bill Rutledge, president of executive search firm W.A. Rutledge & Associates, met Pickett about 20 years ago when he was an IT executive at GlaxoSmithKline. Rutledge says his friend's greatest attribute is not only his straight-shooter leadership style, but also his ability to know what competitors are doing and stay ahead of them. "It's common knowledge how well regarded he is in the industry," says Rutledge.

– LUCAS MEARIAN

Steve R. Phillips

Senior vice president and CIO, Avnet Inc., Phoenix

Coolest current project: "We rethought our approach to security and access management and implemented single sign-on capabilities worldwide, giving employees one log-in and password to access about 70 business apps. This improved application security and had an immediate positive impact on employees."

An innovative staff idea: "The IT team worked with the sales team to provide real-time access via smartphones to CRM and ERP systems."

Nitin Pradhan

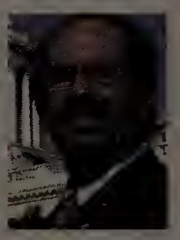
CIO, U.S. Department of Transportation, Washington

A career highlight: "Being appointed DOT CIO and principal information technology adviser to the secretary of transportation as part of the Obama administration, with oversight for the DOT's more than $3 billion IT portfolio – the sixth-largest in the federal government."

How are you adapting to "digital natives? "We hire them! By developing early, lasting relationships, we ensure outside-the-box perspectives on technology and strong lines of succession within IT leadership."

Steven Porter

CIO, Touchstone Behavioral Health, Phoenix



Coolest current project: "We're looking at ways to enable our end users to bring their own client hardware. We're evaluating policy enforcement and advanced network access control technologies, as well as the current virtual desktop offerings. Ultimately, I'd love to reduce the amount of hardware in my refresh cycle."

Quick-ROI project: "Our providers can now integrate their electronic medical records and Outlook calendars, and access the information on their company-issued smartphones."

William G. Price

Chief security [illegible] technology officer, Troy University, Troy, Ala.

A career highlight: "Through aggressive data [illegible] practices we were able to establish a grant-funded computer forensics institute. Through the institute we have assisted with scores of law enforcement investigations and provided a terrific opportunity to enhance our internal security operations."

Boldest IT prediction for the next five years: "The Web browser will become the uniform interface for the end user."

Daniel A. Rainey

Director of IT, City of Ann Arbor, Mich.

Coolest current project: "Getting iPads to work as Windows thin clients. We are using the Wyse PocketCloud remote desktop system."

Boldest IT prediction for the next five years: "The cloud computing environment for government will be provided by state and large local governments, with agencies becoming expert providers of some services and consumers of others. For most local governments, interagency collaboration will be the new way of doing business."

Edward Ricks

Vice president of information services and CIO, Beaufort Memorial Hospital, Beaufort, S.C.

Coolest current project: "We are implementing a Cisco Unified Computing System blade system for VMware that will allow us to virtualize the remainder of our data center."

Quick-ROI project: "Implementing Medhost's Emergency Department Information System software achieved return on investment in less than three months. We are now leveraging the revenue from this project to fund our entire IT strategic plan."

Raj Rawal

Former senior vice president and CIO, Burger King Corp., Miami

A career highlight: "Working at GE for 18 years, even though I had gone in with the mind-set of a two-year stint. I began in an engineering training program, moved on to manufacturing and then to IT, mostly because I complained about IT so much. My supervisor suggested that if I had issues with the department, I should go do something about it."

Boldest IT prediction for the next five years: "I think cloud mobile devices will replace well over 50% of devices we see today."

Rico J. Singleton

CIO, City of Baltimore (former deputy state CIO for the New York state government)

Boldest IT prediction for the next five years: "Forty percent of IT operations will be delivered from the cloud instead of traditional on-premises systems."

Most important technology to the organization: "Virtualization. Numerous benefits, cost-reduction opportunities and green-computing advantages can be realized through the use of server and application virtualization."

Gregory P. Schwartz

CHALLENGES HIS TEAM TO BOOST CUSTOMER SERVICE

USAA is a financial services company serving nearly 8 million active, discharged or retired military personnel and their families who are literally located all around the world. Given that reach, Senior Vice President and CIO Greg Schwartz says IT plays an essential role in delivering products and services.

His team gets that message loud and clear.

"He sees our job as serving the customer, and customer service is a big part of what he challenges us to do," says CTO Rickey Burks, who also praises Schwartz for his business acumen and technical expertise.

The San Antonio-based company once did business in person, by mail and over the phone; now 86% of its interactions are electronic. Statistics like that are a sign of continual IT innovation, Schwartz says.

Consider the evolution of check deposits. In 2006, the company rolled out systems that allowed members to deposit checks at home using scanners. Then, in 2009, IT staffers developed an application that lets members use camera phones to photograph checks for instant deposit. USAA was the first company to deploy such technology.

Schwartz, 49, credits his team for such successful innovations. "People are really our most important asset here," he says, explaining that he looks for job candidates who want to build a career at USAA and have a passion for the organization's mission.

"We're a big IT shop," he says. "We're doing a lot of creative things. We're aligned with our business."

– MARY K. PRATT

Bryan D. Sivak

CREATING A RESULTS-BASED, RISK-TOLERANT ENVIRONMENT

BRYAN D. SIVAK was hired in 2009 by Washington, D.C., Mayor Adrian Fenty as the district's chief technology officer, one of the most visible technology jobs in the public sector. He was filling a vacancy left by Fenty's previous CTO, Vivek Kundra, who was appointed by President Barack Obama as the nation's first federal CIO.

Fenty's approach was to hire innovators for top positions, such as schools chief Michelle Rhee, who was featured on the cover of *Time* magazine for her work in the district, as well as Sivak, who was a founder of knowledge management firm inQuira Inc.

New approaches often spark controversy, and Fenty faced backlash over Rhee's school reforms. In November, he lost his re-election bid and many appointees, including Rhee and Sivak, were suddenly out of work.

But in just over 14 months of running the District of Columbia's technology operations, Sivak "left it better than he found it," says Asha Aravindakshan, chief of staff for the CTO. He accomplished this, in part, by moving away from a "command and control" operation, she says.

Upon taking the job, Sivak, 35, eliminated silos and gave employees the freedom to innovate and experiment while not penalizing them for failure. Instead, employees were held accountable for agreed-upon deliverables. With those changes, "you actually will create an organization that can execute on anything," he says.

Sivak was also moving the operation to a "results-only" work environment that gave employees flexibility to set their own hours and work remotely, where possible, to establish work/life balance.

Aravindakshan praises the leadership of her former boss. "He made us feel very involved in the decision-making," she says.

— PATRICK THIBODEAU

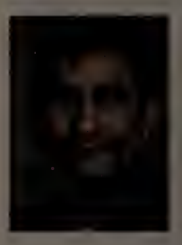
David Steinour

CIO, The George Washington University, Washington, D.C.

Most important technology to the university: "Mobile computing. We're most concerned with promoting connectivity, providing customers with anytime/anywhere access with full security and privacy. My goal is to brand the university as the most connected urban campus in the country. This requires that our wireless Internet connection be expanded to include more coverage areas and that our security systems maintain pace with network growth."

Haroon Taqi

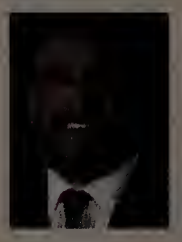
Global senior director of R&D information systems, bioMérieux Inc., Hazelwood, Mo.



Coolest current project: "Our Myla middleware application will optimize lab workflow and consolidate microbiology data from a variety of sources, greatly increasing operational efficiency of clinical microbiology labs. The application will make the most relevant data readily available to clinicians."
Quick-ROI project: "A small IT project resulted in a reduction of repeat testing in manufacturing quality control by 10%, generating $170,000 in annual savings."

Kevin Summers

Global CIO and corporate vice president, Whirlpool Corp., Benton Harbor, Mich.



A career highlight: "Launching the $3 billion DSL broadband business for BellSouth. This key initiative required IT-enabled business transformation that involved consolidating five customer care and financial solutions into a single integrated enterprise system."
An innovative staff idea: "The Information Workplace initiative, which thoroughly investigates emerging technologies, such as social media, for effective and efficient workplace collaboration."

Ruth H. Thorpe

Vice president and CIO, Novartis Pharmaceuticals Corp., East Hanover, N.J. (former vice president and CIO at Sanofi-Aventis U.S. LLC)

Career highlights: "I joined the military right out of high school, entered the civilian workforce as an administrative assistant, and went back to college while working full time."
Boldest IT prediction for the next five years: "There will be a public backlash against publishing healthcare data; privacy issues will bring these efforts to a screeching halt."

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Jim W. Toy

USING TECHNOLOGY TO HELP MAKE A CHILD'S DAY BRIGHTER

THE ROLE of top technology leader at a nonprofit has unique demands. Just ask Jim W. Toy, the 42-year-old CIO at Phoenix-based Make-A-Wish Foundation of America, which grants wishes to children with life-threatening illnesses.

Each year, the IT department participates in a formal organizationwide goal-setting session. And when negotiating with vendors, Toy isn't just looking for the best deal; whenever possible, he seeks out partners who can offer pro-bono services or in-kind gifts of hardware or software.

The fact is, the foundation needs and uses technology the same way for-profit organizations do. Its Web site is its "lifeblood," Toy says, with revenue generated by one-time online donations exceeding the amount generated by both mail-in and recurring monthly pledges.

In the IT project pipeline is a shared-services model for telecommunications and data services, printers and copiers, and background-check systems. The IT team has also consolidated back-office functions like human resources and payroll. "We believe we'll be able to negotiate larger cost savings, allowing us to direct those savings back to chapters to support our mission," says Toy.

Kurt Kroemer, chief operating officer at Make-A-Wish, says Toy has a knack for building consensus. "He's always willing to hear other options and ideas," says Kroemer.

But what's most unique about the job is how Toy and his team can help brighten a child's day. Toy has even helped grant a wish, playing a U.S. Secret Service agent for a child who wanted to be president for a day. In fact, he says, the best thing about his job is that "at the end of the day, we make a difference in the lives of the children."

– MARI KEEFE

Mark A. Tiltman

Managing vice president, IT Enterprise, Capital One Financial Corp., Richmond, Va.

A career highlight: "As a business leader for Capital One since its inception, it's been exciting to be a part of the company as it evolved from a small bank division into a world-class Fortune 500 company."

Boldest IT prediction for the next five years: "As technology and process come together, I believe the CIO and COO roles at more organizations will merge into the chief infrastructure officer."

Chris A. Vein

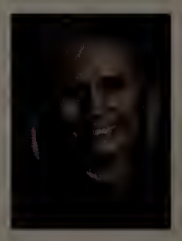
CIO and executive director, Department of Technology, city and county of San Francisco

What's unusual about your career path? "I started my career in the White House serving in a nonpolitical role, helping to transition three U.S. presidents in and out of office."

Coolest current project: "Working with the seven other major U.S. cities in creating technology solutions that can be reused by each of us, thereby reducing cost and speed-to-market of systems and enhancing what we can all share through common development of infrastructure."

Cathy L. Tompkins

Senior vice president of IT and CIO, Chesapeake Energy Corp., Oklahoma City



Quick-ROI project: "The Land, Internal Audit, Treasury and IT departments worked together to develop processes and systems to improve our cost management and cash management for land-broker expenses using a budget-based approach. A technology was developed to provide electronic invoices from the thousands of land brokers in the field. This allowed Land staffers to significantly improve their ability to manage the large number of invoices."

Amy Wang

Director of information services, Henry Ford West Bloomfield Hospital, West Bloomfield, Mich.

A career highlight: "The opening of the Henry Ford West Bloomfield Hospital. Every day that I walk through our peaceful surroundings, I reflect on the teamwork that was required to make this possible."

Coolest current project: "A patient ID card system that allows a quick swipe to check into our facilities. This system securely allows the patient to speedily register, and it eliminates human errors from the process."

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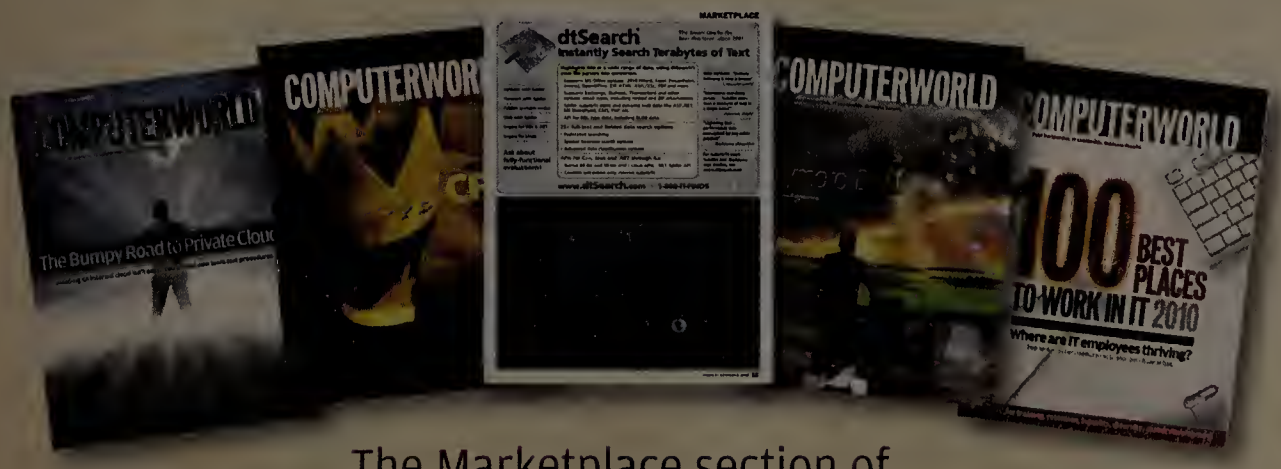

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Noel Williams

TURNING BUSINESS OBJECTIVES INTO IT OPPORTUNITIES

AS SENIOR VICE PRESIDENT AND CIO at HCA Inc. in Nashville, Noel B. Williams sees how IT can be as important as the medical instruments doctors use.

"There is rarely, if ever, a company initiative that doesn't have an IT component," she says. "So we're really focused on the clinical applications that impact patient care."

Williams and her staff are involved in several key multiyear initiatives that align with the executive team's objective to establish HCA as a premier clinical organization. Those initiatives include implementing an electronic health record system and enhancing the core clinical system to include computer physician order entry, physician documentation, clinical decision support and problem lists. Williams is also overseeing a project that uses digital billboards to let the public know how long they'll wait in an emergency room before seeing a doctor.

She says these initiatives not only provide significant financial paybacks, but also help improve patient care and reduce medical errors.

Williams, 55, has also focused on IT infrastructure improvements beyond the clinical setting with equal success. For example, her department's recent cost-management initiatives included consolidation and virtualization of data centers and servers at the corporate level, which saved the company more than $100 million.

Williams says she draws on her strong relationships with business leaders to identify and prioritize projects and successfully manage change.

"She has confidence in where she's going. She does her homework, so when she starts saying, 'This is where we have to go,' she can articulate the reasons why," says Milton Johnson, HCA's chief financial officer.

– MARY K. PRATT

Justin M. Webb

Vice president of Olympic services and operations, Bell Canada, Vancouver, British Columbia

What's a typical week like? "Work time is divided equally among meeting with customers and business leaders, collaborating with partners, meeting with my team, carving out personal work time, and managing miscellaneous tasks."

How have you surprised your CEO in recent months? "Delivered flawless Games, the Vancouver 2010 Winter Olympics, under budget."

Richard S. Williams

Former global CIO, AstraZeneca, Wilmington, Del.

Quick-ROI project: "Implemented telepresence studios in our major hubs in the U.S., the U.K. and Sweden. Though there were doubters, the project significantly transformed the culture into one where people leverage technology for communications. The investment in telepresence paid off in less than 12 months through cuts in travel alone. All senior management teams use the system regularly, and our CEO uses it for half the global executive management meetings."

Cheryl Y. Whitis

Vice president and CIO, Network Centric Systems, Raytheon Co., Waltham, Mass.

Quick-ROI project: "In 2009, IT achieved $1.5 million in cost savings for Network Centric Systems by leading supplier negotiations that resulted in six new software agreements. We also achieved $750,000 in cost savings through software license utilization monitoring and national server license deployment, and by forming steering teams to accelerate the adoption of national standards."

Craig Young

Vice president and CIO, Northeast area, Verizon Wireless, Morristown, N.J.

Career path: "Out of the Navy, I started as a cell phone installer with Verizon Wireless, then became the first IT field technician supporting what was then our eight retail locations."

Coolest current project: "Sales simplification, making it easier for our customers to purchase online and in our stores." (See story, page 22.)

Quick-ROI project: "The redesign of our point-of-sale system, which delivered 40% productivity back to our sales teams."

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How This Year's Honorees Were Chosen

EACH YEAR, *Computerworld* accepts nominations from across the industry — from vendors, IT users, public relations and marketing professionals, *Computerworld* readers and past Premier 100 honorees. Eligible nominees include CIOs, chief technology officers, senior vice presidents, vice presidents, IT directors and managers from a cross-section of user and vendor companies and their IT divisions, including but not limited to professionals in network management, database management, Web management, help desk operations, application development, project management, contract management or procurement.

Nominations for the 2011 list were collected in April and May 2010. More than 1,000 nominations were made. Our editors then invited the nominees to complete a comprehensive management/leadership questionnaire online during June and July. The candidates were asked about a range of topics, including their backgrounds, work experiences, special accomplishments, leadership styles, technology priorities and strategies, and other details about the IT environments they have fostered at their organizations. We received more than 200 completed, qualified surveys.

Nominated individuals were asked to provide three references each: one from a direct manager, one from a direct report and one from a professional acquaintance. *Computerworld*'s editors contacted references for each finalist, and the references' responses were incorporated into the evaluation process.

Using *Computerworld*'s IT Leader Index, which is a measurement of how closely an individual matches our definition of an IT leader, a panel of *Computerworld* editors and outside judges evaluated the candidates. Judges looked only at nominees outside their own industries.

We define an IT leader as someone who guides the effective use of information technology to improve his organization's business performance. Other characteristics of IT leaders include the following:

- Promotes an IT vision that supports the company strategy.
- Leverages technology vendors as partners.
- Encourages staffers to be innovative.

The honorees appear here in alphabetical order, with information that was provided in their surveys.

— Ellen Fanning and Mari Keefe

The Judges

Special thanks go to our 12 judges, themselves Premier 100 IT Leader alumni, who helped evaluate this year's candidates:

- **Tony Bender,** vice president and CIO, Alberto Culver Co. (2010)
- **Ivy Chin,** senior vice president of e-commerce, Belk Inc. (2010)
- **Lawrence T. DiGioia,** information services director, City of Altamonte Springs, Fla. (2010)
- **Brian R. Hedberg,** senior vice president and CIO, Health Care Service Corp. (2010)
- **Phyllis J. Koch,** director, IT services and geographical information systems, City of Boynton Beach, Fla. (2010)
- **Deborah K. Lindell,** CIO, Delaware Department of Correction (2010)
- **Jo-ann M. Olsovsky,** vice president, technology services, and CIO, BNSF Railway Co. (2010)
- **Jeffrey B. Pattison,** CIO, INTTRA Inc. (2010)
- **Jason E. Topolosky,** director of business development, Stryker Craniomaxillofacial (2010)
- **Clif Triplett,** vice president and CIO, Baker Hughes Inc. (2010)
- **Angelo J. Valletta,** senior vice president and CIO, Sun National Bank (2010)
- **Gary R. Wilhelm Sr.,** business and financial systems manager, Englewood Hospital and Medica Center (2009)

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Publication info, PM40063 ... POSTMASTER ... 1632, ... 7C9. ... 0010-484 ... by ... 4 2 ... Box 9 71, ... 0170 71. ... reserved. ... Road, ... Back ... 27 ... 01970. ... 800 ... 1808 ... Lancaster, ... 290-5460, Ext. ... 399-8900. ... Subscription rates: $129; ... – $295; ... $295; ... 559-7327. ... 3579 ... Northbrook, ... 60

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SCOT FINNIE

P100 2011: Facing Down Economic Adversity

> The personality of this year's Premier 100 is beginning to emerge. You might sum it up as 'Full speed ahead!'

THIS ISSUE of *Computerworld* has introduced you to 2011's Premier 100 IT Leaders. As has been true of every P100 class in the 12 years since we began recognizing IT's best and brightest, this year's honorees are an exceptional group of men and women. But are they exceptional in ways distinct from the IT leaders in the 11 classes that preceded them? Yes: This group is defined by its need to face down economic adversity. With the economy struggling to return from a devastating recession, they had to find ways to boost productivity while continuing to innovate and deliver significant business results.

In fact, every P100 class has been distinct, just as each Premier 100 IT Leaders Conference has its own feel, themes and key topics of conversation. The reason many alumni honorees return to the Premier 100 conferences year after year is to network and be part of the electricity the attendees generate. The P100 is where strategies for meeting the coming year's challenges crystallize, and that will likely be true of this year's event, which will take place March 6-8 in Palm Desert, Calif.

In 2008, the Premier 100's overriding themes were the advent of cloud computing and the rise of services-based IT. Last year, still in the depths of the recession, the key topic was how the ultimate goal of IT is not only to do things less expensively and with measured ROI, but to deliver key competitive differentiators and even generate revenue.

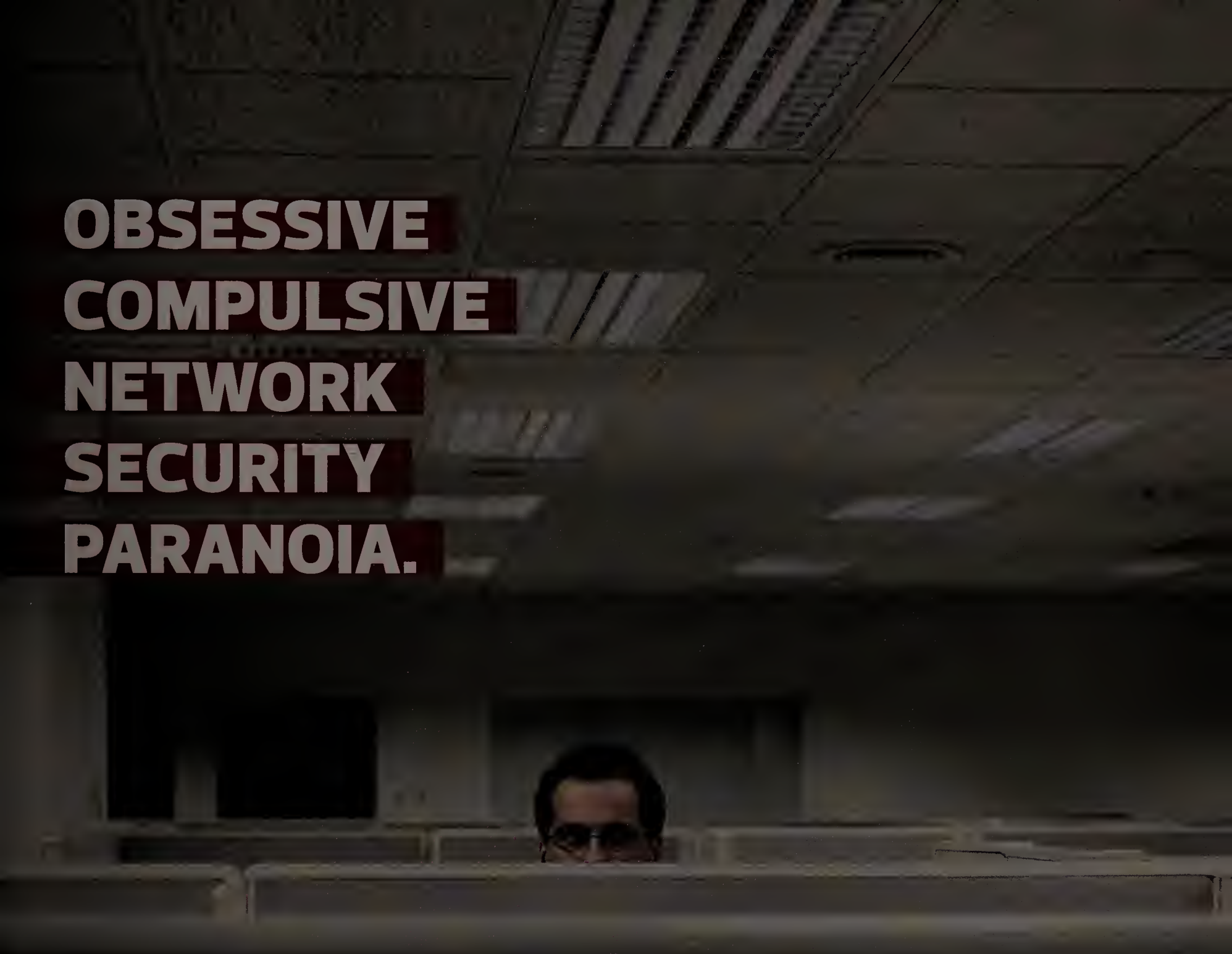
The personality of 2011's Premier 100 is beginning to emerge. You might sum it up as "Full speed ahead!" Coming out of the recession, smart IT shops are positioning themselves to help their companies grow. For example, 51% of this year's P100 honorees said their IT budgets had increased in the previous 12 months (and the average increase was 13%). Last year, just 36% of the P100 honorees said they had seen budget increases. Likewise, 40% of our 2011 honorees said their staffs had expanded in the previous 12 months; just 28% said that last year.

It's also interesting to look at the types of projects that Premier 100 IT Leaders are undertaking. At the top of the list is application development, including ERP and CRM software. These are complex, longer-term projects — the types of initiatives that many companies put on hold in recent years. Security, including projects involving antivirus protection, identity management, single sign-on, firewalls and VPNs, also made the top five; that's another area that tended to get backburnered when the economy was hurting. These new priorities tell me that IT shops are ready to get back to fleshing out and maintaining infrastructure. They're not afraid to dive in now.

This year's Premier 100 honorees are also marked by intestinal fortitude. They, and their companies, are willing to invest in rapid development of systems that will yield key business functionality or help increase revenue (you can read about several impressive examples of this in "Seamless Leadership," by Julia King, on page 16). As our leaders' companies come out of the recession, they are urging their people to excel, knowing that this is how to move the business ahead. They see opportunity in the gradual recovery.

Business vision, a willingness to go the extra mile to avoid saying no to a business need, a commitment to rapid development, and a habit of finding faster, lower-cost ways to meet business goals — these are the hallmarks of the *Computerworld* Premier 100 IT Leaders of 2011. I can't wait to see what they do next. ◆

Scot Finnie is *Computerworld*'s editor in chief. You can contact him at sfinnie@computerworld.com and follow him on Twitter (@ScotFinnie).



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